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COMMUNIQUÉ

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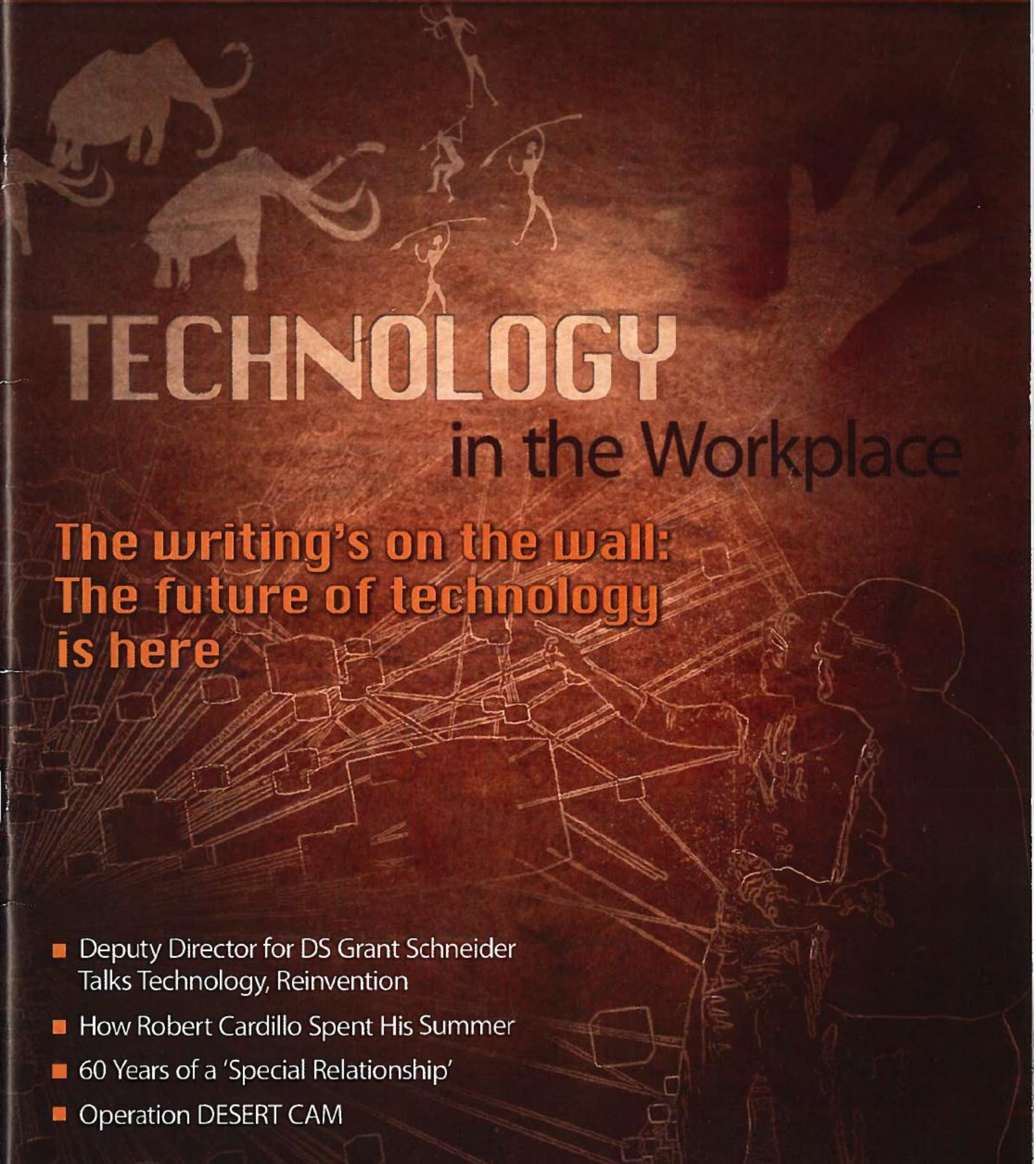

TECHNOLOGY in the Workplace

The writing's on the wall: The future of technology is here

- Deputy Director for DS Grant Schneider Talks Technology, Reinvention
- How Robert Cardillo Spent His Summer
- 60 Years of a 'Special Relationship'
- Operation DESERT CAM

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How I Spent My SUMMER

By Robert T. Cardillo, DI

Robert Cardillo is the head of the Directorate for Analysis, which consists of more than 4,000 employees. He served as the acting director for intelligence for four months in 2009, becoming the first civilian to ever hold the position.

When MG Michael Flynn was reassigned to Afghanistan, LTG Ronald Burgess had to fill the director for intelligence (J2) spot fairly quickly. I got that call, and set out on an intense temporary duty assignment.

It was Friday of Memorial Day weekend when I had my first introductions as the J2. It all started fairly routinely with getting brought up to speed by my new team. The first call of business was to meet the chairman of the Joint Chiefs of Staff, ADM Michael Mullen, at his daily 7:30 a.m. meeting. He welcomed me cordially and thanked me for filling in until the new J2 could be chosen. I was scheduled to formally begin on the Tuesday after Memorial Day.

I thought I got through that Friday unscathed, yet on the other side of the world an event was unfolding on the North Korean peninsula. So much for easing into the job.

I got a call at 3 a.m. Sunday to return to work, and within the hour I was in ADM Mullen's office. He was dressed in his full Navy whites — whiter than white — an imposing figure against the pre-dawn darkness as he prepared for the Sunday morning talk shows. Spotting me in the door, he asked "And you are?"

"Sir, I am your intel guy."

Without wasting a second he began with the questions: "What happened? Why did this happen? What will happen next? What are countries in the region doing?" Warm-up was over: We had gone from 0 to 100 mph in a matter of seconds.

LTG Burgess presents Robert Cardillo with the Joint Meritorious Civilian Service Award in recognition of his service as the acting J2.

Photo by SrA Jaclyn M. McDonald, CS

Immediately I knew I needed assistance from the entire intelligence enterprise. I needed assessments from U.S. Forces Korea (USFK), Pacific, Northern and Strategic commands, and the Directorate for Analysis (DI), not to mention CIA and the Department of Energy. Suddenly I was the customer leveraging DI's analysis to impact global policy.

It was really amazing to have that broad analytic enterprise out there. When I came in at 4:45 a.m., I was already leveraging USFK, which was ending its day. Then we'd get an update from Omaha later in the morning, Colorado Springs, and then Hawaii. We had this worldwide global coverage around the clock, which raised my confidence that we could keep the chairman well informed.

Not every day was a crisis. Many days at the J2 are a little bit like the Bill Murray movie "Groundhog Day." There is a particular rhythm, and while the topics vary from day to day and hour to hour, the cycle is ultimately eternal. A three-star told me half-jokingly, "Every day is Monday on the Joint Staff."

> "We had this worldwide global coverage around the clock, which raised my confidence that we could keep the chairman well informed."

That routine, though, is important. Without the discipline and order, the Joint Staff could only do 26 hours of work a day instead of its regular 30. My mornings began at 5 a.m. with slide reviews. At 5:35 a.m., the deputy directors for intelligence from the National Joint Operations Intelligence Center (NJOIC) who were coming off the watch would brief me on any events that occurred over the

DIA Values

Leadership at all levels within Defense Intelligence and the Intelligence Community.

course of the past evening. That meeting had to be disciplined because at 6:30, every morning, was a meeting I could not miss — all services, all commands, run by the J3 (operations) from the NJOIC. When this meeting ended, the director of the Joint Staff would grab the baton and develop a real-time agenda with the "J-Dirs" (J1 through J8) to support the chairman's 7:30 a.m. stand-up. As the J2, I was to contribute all of the intelligence support for the items mentioned in that meeting.

The Direct Support Office (DSO) is an essential part of this process, and a big piece of this direct support is the indirect support from DI. We have a much greater level of cooperation now, and DSO will be even more successful as the embedded support feels like the forward presence for the office and the home office supports the analyst just as we support people on the ground. This cross-collaboration provided me with the intelligence I needed on a consistent and constant basis, and will continue to be effective in providing our Joint Staff customers with superior analytic service.

As the J2, I continually called on DI and the defense enterprise for intelligence. Most of it was the "usual suspects:" Russia, China, Iran, etc. But when something else happened, I was not caught short. For example, when Honduras became an issue, I had to reach back to the analysts for support. Maybe Honduras wasn't on the national radar screen, but DI had dedicated men and women who were prepared to make the call. And acting as a customer, asking DI for products and sometimes requesting a really quick turn around, I was never left wanting.

Issues like Russia and Honduras — really almost every issue that I dealt with — benefited directly from attaché views. The men and women on the ground in conjunction with their colleagues in so many different offices around the world create a network of information sharing and up-to-the-minute collaboration that makes our intelligence solid and reliable. Very few of my intelligence updates did not require the attaché view — it is indispensable. Every directorate in DIA aided in my success as the acting J2.

When the balloon goes up or the ramp goes down, defense intelligence is ready. Every day the chairman requires quick, hard-hitting, to-the-point answers to make critical policy and operational decisions. This is where you see our intelligence make a real-time impact, just as analysts do on the ground. Our job is to provide the chairman with succinct, clear responses to those questions that will help him make informed policy decisions. We all know it is not always easy to make those calls, but we need to do our best based on available intelligence.

When the chairman would ask a complicated question, I would say, "Sir, I can't answer that question in this space. I need an hour of your time to do a deep dive and invite 10-12 analysts from the community." He never said no. And Sunday afternoons or Monday nights we would gather for these "deep dives," and analysts from the community would provide the answers. The extensive knowledge of these analysts never failed to impress the chairman or me.

"Getting to walk a mile or two in the customer's shoes, I have an even greater appreciation of the work DI."

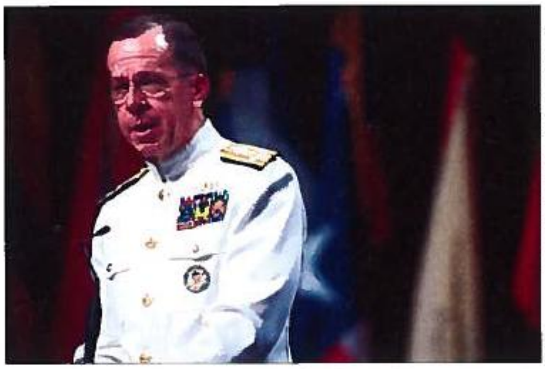


Photo courtesy of the Joint Chiefs of Staff

Chairman of the Joint Chiefs of Staff ADM Michael Mullen.

Returning to my regular position as the deputy director for analysis, I took with me two insights. The first is an enormous admiration and respect for the Joint Staff and the work they do 24/7 to support the chairman on thousands of sensitive topics in real time, and in often life-threatening situations, with calm, order, discipline and real grace under fire. The second is, as I touched on earlier, a tremendous pride in DI and its ability to feed the J2 with top-notch intelligence products. Getting to walk a mile or two in the customer's shoes, I have an even greater appreciation of the work DI does and the relationship we have with the Directorate for Intelligence.

The J2 staff deserves special recognition for its immediate and responsive support. From the morning I arrived until the night I turned over the J2 to RADM Michael Rogers, these indefatigable and dedicated men and women gave their all making my job exponentially easier. And having

وجود رهبریت در تمامی سطوح ادارهٔ اطلاعات دفاع و جامعهٔ اطلاعاتی.

"Our work is specific and unique; that requires us to be more creative in finding ways to better train and continually develop DI professionals."

served in that position and gotten the opportunity to work with them, I will make sure that DI and J2 work together to serve the needs of the Joint Staff. Strengthening our partnership and fostering a greater sense of cooperation and camaraderie is a win-win and can only benefit us all.

This new perspective has reminded me that we need to constantly seek improvement. Our work can always get better — and this is a tough challenge requiring effort and perseverance. Going from bad to good is relatively easy. Going from good to great is harder. That's the challenge we face professionally in our own directorate or combatant command and throughout the entire enterprise. Our intelligence work is good, really good. Now that I'm back, I want to see it become exceptional across all of our organizations.

Our work is specific and unique; that requires us to be more creative in finding ways to better train and continually develop DI professionals. This always was a top priority for me, but upon returning from the J2, I see it with a newfound sense of urgency and vitality.

I did not immediately know the answers to all of the chairman's urgent questions. But I knew I had a global enterprise of experts to turn to every time. Analysts have this network too. One of the most important jobs is to know where to get the information you need; to know who to reach out to for expertise across the enterprise, and to communicate that to your customers in a clear, concise manner. And even if you are not comfortable leaning forward, you need to make a call — as we had to on Somalia, Yemen and Venezuela — because the chairman's support to the secretary of defense and president depends on it. As the functional manager for analysis, fomenting this type of enterprise-wide collaboration is a reinvigorated priority for me.

I am honored LTG Burgess asked me to temporarily serve as the J2 for several reasons, but most importantly because it allowed me to see the integration between those in DSO, the larger DIA and the global enterprise. All analysts — from Honduras to China — contribute to significant decisions the chairman makes each day, no matter what office they sit, rotation or not. I hope this new perspective I've gained will improve what we do in the intelligence community. From Hawaii to Baghdad, in all offices and all organizations, I know we are capable of greatness. I'm proud to be a member of this analytic enterprise.

And, it's good to be back.

Editor's note: In December LTG Burgess announced that ADM Mullen had approved DIA to move forward in making the vice J2 position a civilian one. The director credited Cardillo for laying the groundwork for this significant change.

JMITC 'Armed' to Take On TOUGH TRAINING ISSUES

By Charles T. Mitchell, HC

The Joint Military Intelligence Training Center joined partners to tackle training issues related to the analysis of non-state actor armed groups.

The third biannual Four Eyes Analytic Training Workshop took place Aug. 31 to Sept. 3 at James Madison University's Institute for National Security Analysis. Asymmetric Warfare Intelligence Analysis (AWIA) Team Chief Dan Durham and his team delivered two sessions on Armed Groups and the Implications for Added Analytical Complexity.

The AW Branch, a part of the Joint Military Intelligence Training Center, is exploring intelligence training issues related to non-state actor armed groups and the impact on intelligence analysis. This is due to the rise in the influence of non-state actor armed groups on the world stage and the move from traditional approaches to threats toward a more agile and adaptable intelligence posture.

The Consortium for the Study of Intelligence and the Naval War College are engaged in research focused on strategic understanding of teaching about armed groups. The AWIA Team is borrowing liberally from this groundbreaking work and invited conference

participants to join them in a discussion of the implications of the increased focus on armed groups for intelligence training.

During the two workshop sessions, the AWIA Team discussed the issue of added analytical complexity and what approaches might be leveraged in order to better tackle training issues. The team proposed a set of questions for attendees to consider not only during conference discussions, but also in a follow-up wiki discussion in order to enhance the global intelligence community's overall armed groups intelligence training collaboration across agencies, universities and allied partners.

As a follow-up to the Four Eyes workshop sessions, the AWIA Team will issue a detailed survey to attendees from various U.S. and allied intelligence school houses in order to ensure the momentum gained at the conference continues, and that the Four Eyes team members explore such innovative areas in a collaborative fashion. The intent of this collaboration is to ensure that training organizations share best practices and content (where appropriate), as well as develop new training methodologies.

Photo by Amy Ballard, JMU

Asymmetric Warfare Branch staff presented two sessions at the Four Eyes Conference at James Madison University. From left to right: Scott Miller, Charles Mitchell, Dan Durham and Greg Kosloske.

In the future, participants hope to exchange instructors and other experts. It's expected that this exchange will enhance interoperability and solidify support for international operations to combat the rise of non-state armed groups.

It's Electric:

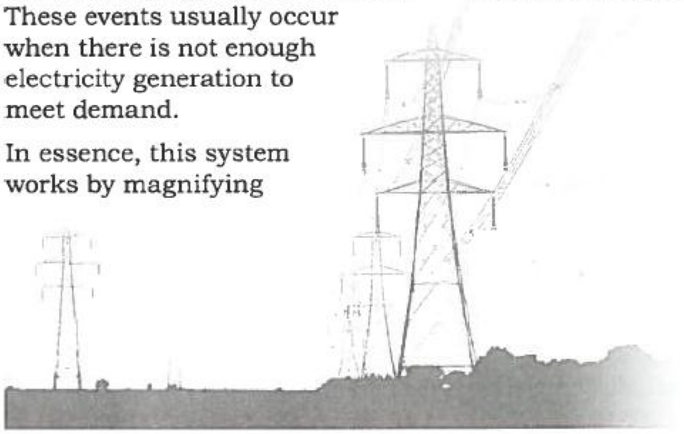
DIA's POWER CONSERVATION Prevents Outages

By Jonathan E. Crittenden and Dr. Daneta G. Billau, DA

DIA helps prevent regional power interruptions by reducing its electrical usage in times of peak capacity.

DIA, along with other major electricity consumers in the mid-Atlantic region, participates in a program called Demand Response, which alerts consumers at times of peak grid capacity when an emergency is imminent. These events usually occur when there is not enough electricity generation to meet demand.

In essence, this system works by magnifying the contributions of organizations and individuals. The power grid is reinforced for brief time periods by organizations with electrical generation capability, as well as by employee electricity conservation. This program significantly decreases the likelihood of a major power interruption that can result in a system-wide degradation, leading to brownouts or rolling blackouts.



Once alerted to possible regional electrical peak demand, DIA takes steps to reduce usage at its facilities. During an emergency, noncritical electrical loads are decreased by reducing air conditioning. On-site generation is also used to lessen demand.

DIA successfully responded to an emergency grid event Aug. 11. Upon receiving the alert, the agency took proactive steps to protect mission-critical services and saved 1,667 kilowatts of power.

Be sure to watch for announcements similar to those in August that ask employees to turn off unnecessary lighting and unused computer equipment. Your support can help reduce DIA's electrical demand and sustain grid stability.

New Leader Program — Opening Doors to Career ADVANCEMENT

By Cindy Vazquez, CE

A first-hand account of how the U.S. Department of Agriculture's New Leader Program gives DIA employees the tools they need to succeed as a leader.

On Sept. 25 more than 80 government employees gathered at The Plaza Hotel in Richmond, Va., to graduate from the U.S. Department of Agriculture Graduate School's New Leader Program (NLP). As the only DIA graduate and one of the class speakers, I was honored to have the opportunity to participate in such a rewarding program. The NLP advanced my knowledge of DIA's greater mission, gave me a solid foundation for leadership skills, and introduced me to the Associate Deputy Director's Office (ADD). Upon selection for the six-month, part-time program, I embarked on a journey filled with challenging course requirements, resulting in my growth in self-leadership and expanding my knowledge of the intelligence enterprise.

The NLP involves an array of course requirements, including self-assessments, core competency training sessions, management book reviews and multiple executive interviews with agency leaders. These interviews gave me the opportunity to speak in-depth with senior DIA employees about their leadership perspective and the career decisions that led to their current success. I interviewed Rey Velez, senior expert in the National Joint Operations Intelligence Center (NJOIC); Nancy Piotter, deputy chief, Office of Latin America, Europe/Eurasia and Africa Analysis (LEA); and Johnny Sawyer, senior enterprise expert, ADD. Some of the more memorable advice they gave was to be bold in pursuit of your career goals and to always remember the importance of integrity and taking care of the people who work for you. The experience left me changed, as I became more aware of the resources we have in our senior leaders and how fortunate I was to be mentored by these individuals.

The highlight of the program came from my participation in a 60-day rotational assignment in ADD. Being an all-source analyst for the past six years prepared me for working with senior defense leaders; however, stepping into DIA's Command Element was both exciting and challenging. For my assignment, I served as the executive officer to Deputy Enterprise Manager William Stefan. I worked alongside Stefan and his staff on current enterprise issues affecting DIA's combatant command employees and the defense intelligence enterprise as whole. The experience exposed me to senior-level responsibilities and how DIA is leading the way toward Office of the Undersecretary Defense for Intelligence goals for the intelligence enterprise. Also during my time there, I was able to attend several senior-level meetings on topics such as work force mobility and the implementation of cyber command.

Author Cindy Vazquez.

Photo by Margan C. Kerwin, CP

For my special project, I served as the deputy team lead for the employee transition to DIA from other defense components. I read policy directives and helped foster collaboration between the ADD's office and the functional offices. I also shadowed Associate Deputy Director Sharon Houy for one week. After my 60 days were over, I could honestly say I learned that a service approach to work can really lead to positive results.

Because of my participation in the NLP, I have become a better employee and leader, and have a greater appreciation of my part in the agency and the responsibilities I have for our success. I am more diversified in my knowledge of the agency and take greater pride in my work and communication with others. DIA will continue to benefit from the investment it made by selecting me for the program.

More importantly, I have a more realistic view of what truly constitutes a "leader." The core competencies taught to me during the

program laid the foundation for me to continue to develop in new areas and to seek out opportunities that will further my skill set. I highly encourage any DIA employee interested in strengthening their leadership skills to apply and compete for the NLP when the Training and Education Committee (TEC) announcements open. It's sure to be one of the most rewarding professional experiences you'll have.

Editor's note: The author attended NLP as a member of the Directorate for Analysis' LEA Office. She has since started a new position in the ADD.

Current TEC training announcements can be found on JWICS at http://hc.dia.ic.gov/training/tec/TrainingOpportunity_tec.html.

Analysis Training Branch WINS DNI Award

By James G. Harless, HC

The Analysis Training Branch's hard work and unique training methods won them top honors among the intelligence community.

Director of National Intelligence (DNI) Dennis Blair presented the 2009 Education and Training Award for Outstanding Faculty Member/Instructor Team to the Joint Military Intelligence Training Center's Analysis Training Branch (HCL-5A) during the Excellence in Intelligence Community Education and Training Awards Ceremony Oct. 6.

Sponsored by the National Intelligence University, the awards recognized the exceptional contributions of individuals and groups whose accomplishments led to improved integration of the intelligence community (IC) through education and training. The awards also acknowledged those who exemplify the essential attributes of the intelligence education and training community: innovation, originality, depth of expertise, teamwork and responsiveness to mission.

"The Analysis Training Branch had a good year, and it is gratifying to see their hard work and dedication recognized at the DNI level," said Dr. Robert Morris, chief, HCL-5A. "We have an outstanding team of dedicated government instructors, military officers and non-commissioned officers with on-the-ground experience in Iraq and Afghanistan, and superb contractors.

"The focus of the branch mission is to improve intelligence analysis by bringing the DNI's analytic standards to new and veteran analysts across the IC and to the combatant commands worldwide," Morris continued. "As the executive agent for ODNI's Analysis 101, we try to incorporate the concepts of critical thinking and collaboration in new analysts across the IC."

The award citation also praised the Analysis Training Branch for "revolutionizing" the way analysis is taught across the IC by combining traditional classroom instruction with mobile training teams, blended learning, serious gaming, A-Space, Intellipedia and virtual intelligence simulations. Branch interactions with other IC members, international partners and academic centers of excellence have expanded the intellectual foundation for teaching critical thinking and structured analysis.

Photo courtesy of National Intelligence University

Dr. Robert Morris received the Outstanding Faculty Member/Instructor Team Award on behalf of the Analysis Training Branch. From left to right: Director of National Intelligence Dennis Blair; Morris; and Dr. Teresa Domzel, chancellor, National Intelligence University.

Building DIA One CONVERSATION at a TIME

By Adrian "Zeke" Wolfberg, CS

Our conversations can do more than just convey information; they can provide a sense of belonging.

This issue's book review is on "Community: The Structure of Belonging" by Peter Block. Block, an author and consultant, writes about ways to create workplaces and communities that work for all. When many of us think of knowledge sharing and collaboration, we think of the technology that enables these behaviors. Since this Communiqué's theme is about technology in the workplace, I thought taking a look at the non-technical part of collaboration would be informative.

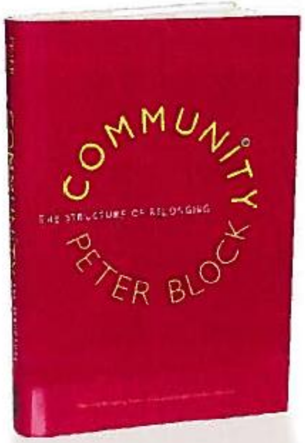
Block believes that individuals with a sense of belonging, or those that have a stake in the ownership of the group's goals, feel connected and therefore will likely share or collaborate. However, without a sense belonging, individuals will not share or collaborate, even if the right technology is present.

Belonging adds the ability to grow shared values to organizational life. The military services do this by having everyone go through basic training, a socialization mechanism to create a sense of belonging. The implication for any organization, including DIA, is that if we want to instill new values or reinforce existing values, we need to ensure a foundation of belonging exists.

Block's premise is that being a part of a group makes us feel like we are co-owners or co-creators in our work life. We create this feeling of co-ownership in our conversations and the stories we tell. Block wrote this book to describe "how" we can use conversation to create a sense of belonging. These conversations take place during encounters such as informal discussions, meetings and conferences. The way we listen, the way we speak, how we design our workspace, and even the spaces where we meet are all part of how we demonstrate that we belong.

Block's ideas are not new or revolutionary, but they have been tested over time. His key ideas are twofold. He believes that having a sense of working together is a necessary ingredient for facing problems and addressing them effectively. The other idea is that conversation is an end-state, not a means to an end. We live in the world of problem solving. Our problem-solving mindset treats conversation as a means to an end, solving the problem. The belonging mindset, on the other hand, treats conversation as the purpose and as the venue where perspectives are shifted, thus allowing for the possibility of effective problem solving.

When we ask questions of accountability and commitment, they offer the possibility to create a sense of co-creation and co-ownership, crucial for community building. Great questions, according to Block, are ambiguous, personal and evoke anxiety, and also require greater levels of trust. But there is more to questions than the question itself — the context matters too. Things like who you have invited, how you enter the room, and the actions of the person in charge all matter.



Title: Community: The Structure of Belonging

Author: Peter Block

Published in 2008 by Berrett-Koehler Publishers

Block is an author and consultant, and writes about ways to create workplaces and communities that work for all.

Block gives an example of a health care executive who created a series of small group conversations in his city. The groups consisted of a cross-section of citizens who were interested in reforming health care. At the conclusion of the series, the question that brought them together shifted from "how to reform the existing health care system" to "how to create a system that promotes the health and well-being of each citizen." Block says the cynic would say nothing changed, just an insignificant shift in the wording. For others with a sense of belonging, the future was already changing and the shift in language was exactly why it changed. The cynic's approach minimizes co-creation and conversation while the latter maximizes these and thus provides a much better chance of solving the issue.

Community building, according to Block, requires leaders who create experiences and behaviors to deepen commitment through conversation. Developing a strategy

of belonging takes time. Real improvement takes time. Even though we work in a very large agency, we might think about the value of conversation and the content of the stories told and retold as mechanisms for creating and planning new ideas, policies and goals.

The Knowledge Lab purchased 30 copies of "Community: The Structure of Belonging" for DIA civilian or military employees for their professional development. If you are interested in borrowing a copy, please contact Zeke Wolfberg at (202) 231-6449.

JIVU Takes e-Learning to NEW HEIGHTS

By Michael S. Resnick, HC

The Joint Intelligence Virtual University is recognized for their innovative use of technology throughout the intelligence community.

Photo by Michelle S. Haidaczuk, HC

Deputy Director for Human Capital John Allison, far left, recognizes the JIVU team for their recent award.

During the past two years, the Joint Intelligence Virtual University (JIVU) team has been honored by the director of national intelligence and intelligence community (IC) peers for its contributions to training and education. They received the National Intelligence Meritorious Unit Citation in January 2009 and were recognized for excellence in IC education and training in April. One citation lauded the team for "introducing a new age of high-quality e-learning products to the Intelligence Community," while another pointed to the team's "significant contributions toward strengthening the capabilities of Intelligence Community professionals, fostering collaboration and integration within the Community and enhancing innovation and excellence in Intelligence Community education and training."

In September JIVU received additional accolades at the Plateau Insights Learning Management System Conference in San Francisco. Plateau is the learning management system that underpins JIVU's diverse capabilities, enabling users to easily research training opportunities; enroll, launch and complete e-learning courses; and manage their transcripts from a desktop. JIVU's innovative integration of Plateau with eZHR and the content management and distance learning system Saba Centra — coupled with processes to incorporate catalogs from IC agencies that provide a central repository for training products accessible by the entire community — earned the respect of Plateau's business partners and industry experts who selected JIVU for the Customer Excellence Award for Best Business Solution.

So what does this mean for DIA? The answer is agility, savings and speed. In an era of rapid development, tight budgets and a "gotta have it now" mentality, JIVU offers more than 6,000 courses and can help you reach a large portion of the IC without leaving your office. The JIVU staff can help you quickly develop new training or repurpose existing courseware for online courses or live virtual classroom training. Your organization can also save money by reducing or eliminating expensive travel and temporary duty costs.

To learn more, e-mail the JIVU help desk on JWICS at diem469-dia@dodiis.ic.gov or on SIPRNet at dicm116@dia.smil.mil. You can also reach us by phone at (703) 699-7400.

South Asia Conference Talks VIOLENT EXTREMISTS

By Sarah Yeager, DI

Conference takes on violent extremism in South Asia, while strengthening regional ties.

Intelligence analysis benefits from regular engagement and the expansion of professional, collaborative networks. While many of these relationships are developed through virtual interaction and national agency roundtables within the Beltway, others are formed through participation in conferences halfway around the globe.

The Countering Violent Extremist Conference in Dhaka, Bangladesh, proved a unique opportunity for interagency representatives, regional partners and subject matter experts to share their perspectives and discuss issues surrounding regional security and stability in South Asia. The conference, held Sept. 27 - 29, yielded valuable insight for its participants. Perhaps more significantly, it provided a venue where more than 100 regional and international attendees could expand personal and professional relationships.

Participants from various U.S. organizations and regional governments included representatives from the United Kingdom, India, Pakistan, Bangladesh, Nepal and the Maldives. Ambassador to Bangladesh James Moriarty represented the United States. Also attending were the defense attaché to Dhaka, LTC Doug Kelly; U.S. embassy officials from Bangladesh, Nepal, India, Sri Lanka and Pakistan; and DIA's Joint Intelligence Task Force — Combating Terrorism (JITF-CT).

Conference working groups provided an opportunity for interagency and regional government representatives and other participants to discuss issues pertinent to regional security and stability through a "whole of government" approach. Presentations like "Countering Violent Extremist Ideologies Through Education, Economic Opportunity and Integration" prompted lively discussions from conference attendees. Many also expressed interest in the advantages of academically empowering moderate religious leaders to positively influence society and local economies.

JITF-CT's representative found value in discussions on law enforcement and military cooperation, which highlighted shared terrorism issues of concern and spoke to the potential value of regional analytic partnerships. JITF-CT also appreciated insight from the U.S. Secret Service's presentation on its operations in South Asia, which enhance the Defense Department's awareness and understanding of terrorists' financial presence in South Asia, as well as providing the basis for productive future interagency collaboration.

The overall objectives for the conference were to gain awareness of shared security

Photo courtesy of Sarah Yeager, DI

Attendees from the Countering Violent Extremist Conference in Dhaka, Bangladesh.

concerns through the creation of a common operating picture; build on the foundation of transparency and trust with regional operators; and establish a network to set the condition for cooperation, coordination and synchronization. The event met all three of these.

While the conference itself advanced the fight against violent extremism in South Asia, its enduring value was the collaborative opportunity it provided to strengthen regional engagement and increase the substantive competence of those who participated.

ENHANCING Human Intelligence:
The Annual Defense HUMINT Legal Workshop

By the Office of the General Counsel, GC

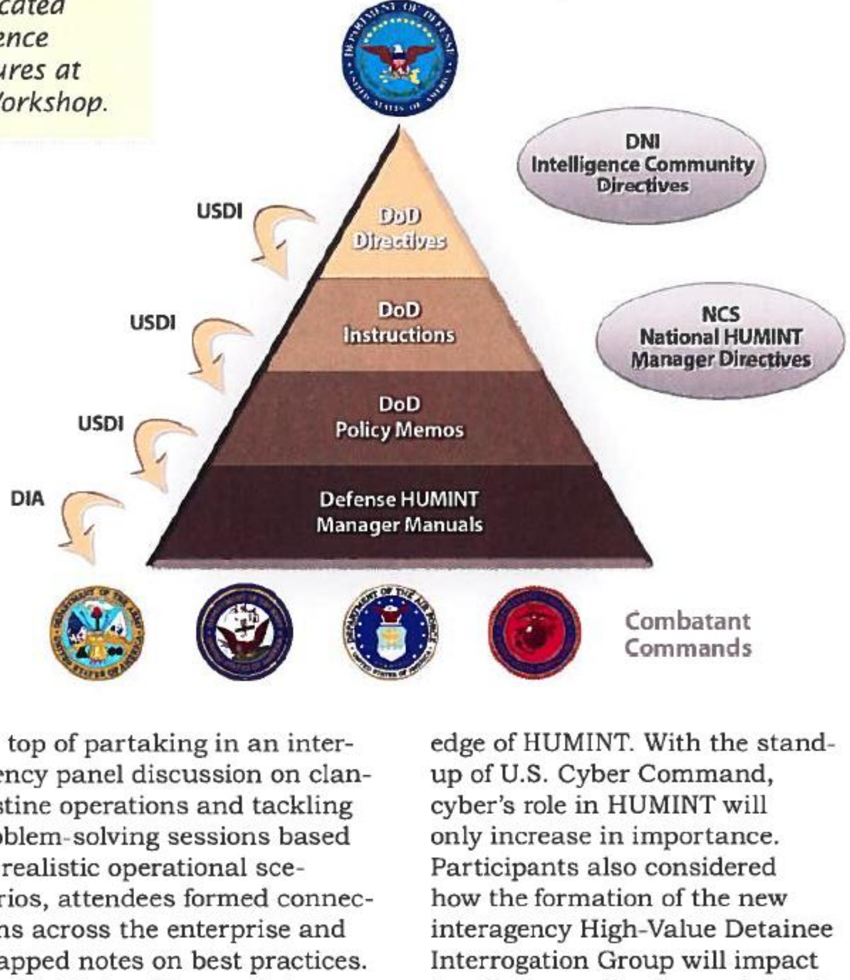
The Office of the General Counsel educated legal representatives from the intelligence community on law, policy and procedures at their annual Defense HUMINT Legal Workshop.

The Office of the General Counsel (GC) conducted its second annual Defense HUMINT Legal Workshop Nov. 30 to Dec. 3. The workshop is designed to familiarize participants with the law, policy and procedures governing the defense human intelligence (HUMINT) enterprise (DHE), as well as to enable participants to solve practical problems using these authorities.

During the workshop, GC trained participants on a wide variety of intelligence law and related topics, including HUMINT authorities, crimes reporting, operational restrictions and trade controls.

Representatives from the Department of Defense's Office of the General Counsel, U.S. Central and Northern commands, the Office of the Undersecretary of Defense for Intelligence and all the military services were treated to guest speakers from across the intelligence community, including CIA, FBI and the Office of the Director of National Intelligence. Case officers briefed the attendees on tradecraft, while policymakers discussed the rationale underlying current policy guidance.

HUMINT Policy Hierarchy


DNI
Intelligence Community Directives
USDI
DoD Directives
USDI
DoD Instructions
NCS
National HUMINT Manager Directives
USDI
DoD Policy Memos
DIA
Defense HUMINT Manager Manuals
Combatant Commands

On top of partaking in an interagency panel discussion on clandestine operations and tackling problem-solving sessions based on realistic operational scenarios, attendees formed connections across the enterprise and swapped notes on best practices. The highlight of the workshop was an executive dinner with DIA Director LTG Ronald Burgess, who gave the keynote address and spoke on the role of attorneys supporting the DHE.

Among the new additions to this year's workshop was a class on cyber operations, the very cutting edge of HUMINT. With the stand-up of U.S. Cyber Command, cyber's role in HUMINT will only increase in importance. Participants also considered how the formation of the new interagency High-Value Detainee Interrogation Group will impact intelligence collection and criminal prosecution of detainees.

With this year's resounding success, GC looks forward to hosting the workshop again next year and attracting an even larger audience from across the DHE and beyond.

Post of the Month:

U.S. Defense Attaché Office VIENTIANE

By the Directorate for Human Intelligence, DH

Post Highlights

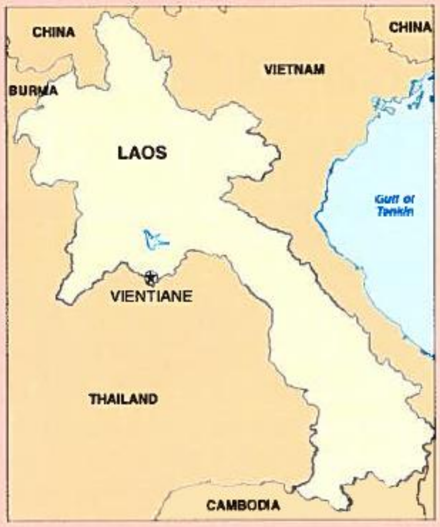
In recent years Laos has risen from a land-locked, sleepy agricultural backwater to an increasingly important land-link between Vietnam, Thailand and China. Now a communist nation, this former French colony is sandwiched between Thailand and Vietnam, with a topography that ranges from low-lying rice paddies along the Mekong River to dramatic limestone karsts and rugged upland terrain.

Laos is still relatively poor and underdeveloped compared to its neighbors, and most of the population still relies on sustenance farming. However, the country's largely untapped resources, including a significant capacity for producing hydroelectric power, have attracted an increasing amount of foreign investment. In addition, its significant mineral resources — timber, coffee, tea, rice and other agricultural products — are being rapidly developed for export.

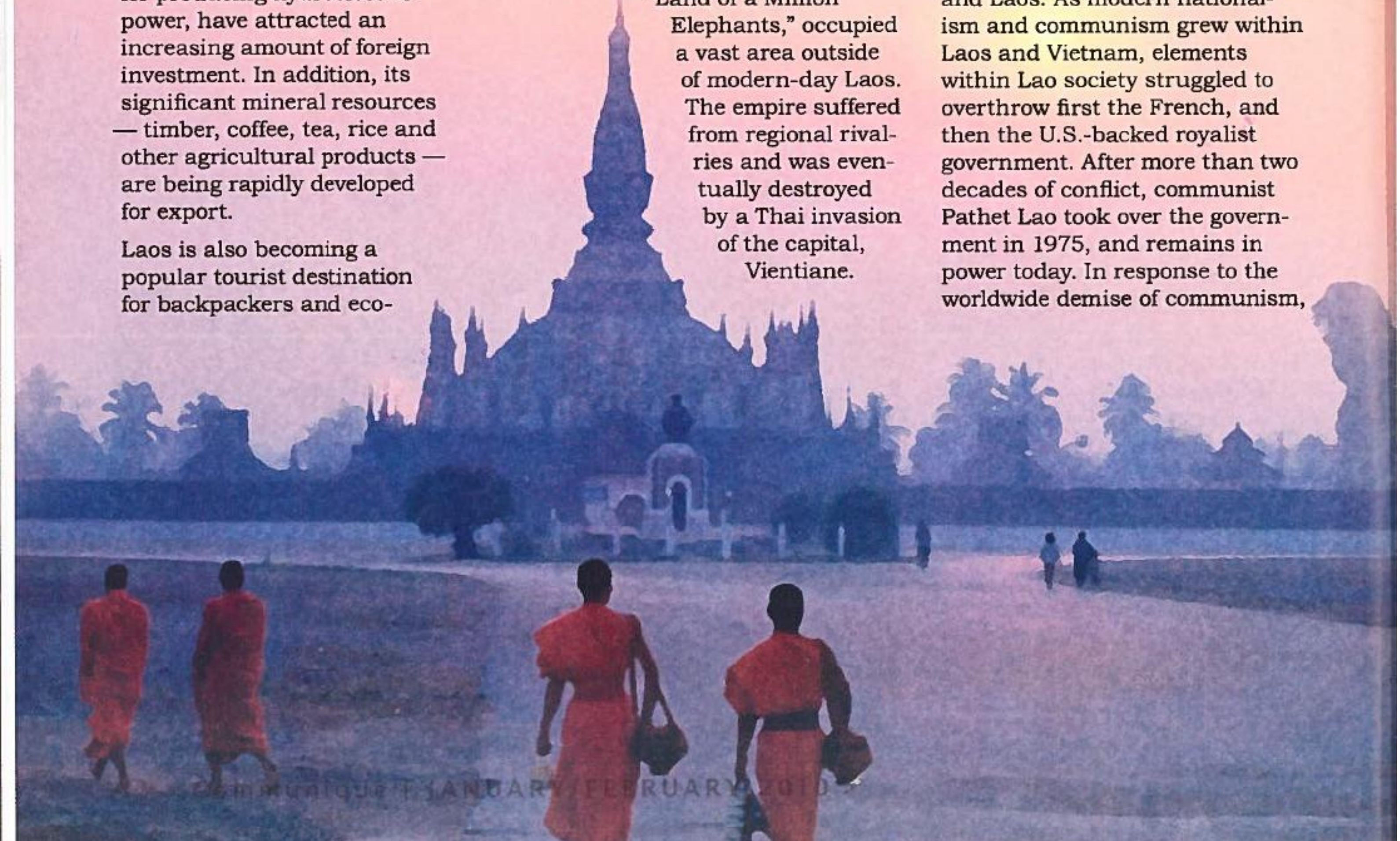
Laos is also becoming a popular tourist destination for backpackers and eco-tourists. Visitors are attracted by the traditional farming society, a pure and relatively undeveloped environment, and its strong Buddhist culture amongst the "low-land" Lao people. There is an incredible amount of ethnic diversity in Laos with 46 official ethnic groups among a population of 5.8 million. The most famous of these groups are the Hmong, the Akhha and the Yao.

Host Nation Highlights

In ancient times people migrated to Laos from parts of China, Thailand, Cambodia, Vietnam and others. The varied topography of Laos created a great number of isolated ethnic communities and languages. In the 14th century the great kingdom of Lane Xang, "Land of a Million Elephants," occupied a vast area outside of modern-day Laos. The empire suffered from regional rivalries and was eventually destroyed by a Thai invasion of the capital, Vientiane.



In the 19th century Laos was occupied by the French as part of French Indochina. After World War II and Japanese control, the French returned to Indochina and Laos. As modern nationalism and communism grew within Laos and Vietnam, elements within Lao society struggled to overthrow first the French, and then the U.S.-backed royalist government. After more than two decades of conflict, communist Pathet Lao took over the government in 1975, and remains in power today. In response to the worldwide demise of communism,



Photos courtesy USDAO Vientiane

Top: U.S. Defense Attaché to Laos LTC Jamie McAden, U.S. Ambassador Ravic Huso, Assistant Foreign Minister Alounkeo Kittikhoun and Deputy Chief of Cabinet Col. Onsy Senesouk, Ministry of National Defense, stand ready for the DAO opening ceremony in Vientiane Dec. 5, 2008.

Bottom: Laos Vice-Minister of National Defense Major General Somphet Thipmala, U.S. Ambassador Ravic Huso and Defense Attaché LTC Jamie McAden gather in Vientiane for an introductory call.

Location: Vientiane, Laos

Population: 5.8 million, with 46 recognized ethnic groups

Language: Lao, with a host of other dialects

Basic Greeting: Sabai Dee! — Hello

Laos has moved toward a more open economy and expanded trade and cooperation within the region, as well as with the U.S.

The history of the Indochina conflict remains very important in U.S.-Lao relations. While the U.S. Embassy never closed after the Indochina conflict, there was no ambassador resident in Vientiane until 1992. U.S.-Lao relations were rebuilt over time through joint cooperation on legacy war issues — primarily the recovery of POW/MIA remains through Joint Prisoners of War, Missing in Action Accounting Command Detachment 3, and the removal of unexploded ordnance left from years of conflict. Along with these critical issues, the embassy today also cooperates with the Lao government on a full range of program areas, including counternarcotics, education, health, humanitarian assistance and military-to-military cooperation.

Operational Highlights

The U.S. and the Lao governments agreed to exchange defense attachés in 2007. By December 2008 the U.S. Defense Attaché Office (USDAO) in Laos was officially open, and the first defense attaché, LTC Jamie McAden, arrived at post in July 2009. The defense attaché is also the senior defense official and the security cooperation officer for U.S. Embassy Laos. The USDAO currently consists of the defense attaché and Operations Coordinator SMSgt Georgia Royster, with additional personnel expected to arrive in 2010.

USDAO Vientiane is responsible for conducting all of the security cooperation efforts in Laos. The U.S. and Laos have a number of different military cooperation activities ongoing, and more opportunities in the works. Through U.S. Pacific Command, the USDAO has organized a number of workshops and training programs on medical and health issues, including infectious disease, blood safety and emergency medical response. The office is also involved in helping the Lao People's Army develop its English language skills, allowing them additional U.S. training and increased involvement in regional military cooperation programs. Future programs will include more professional military education opportunities and military cooperation in other areas, such as humanitarian demining.

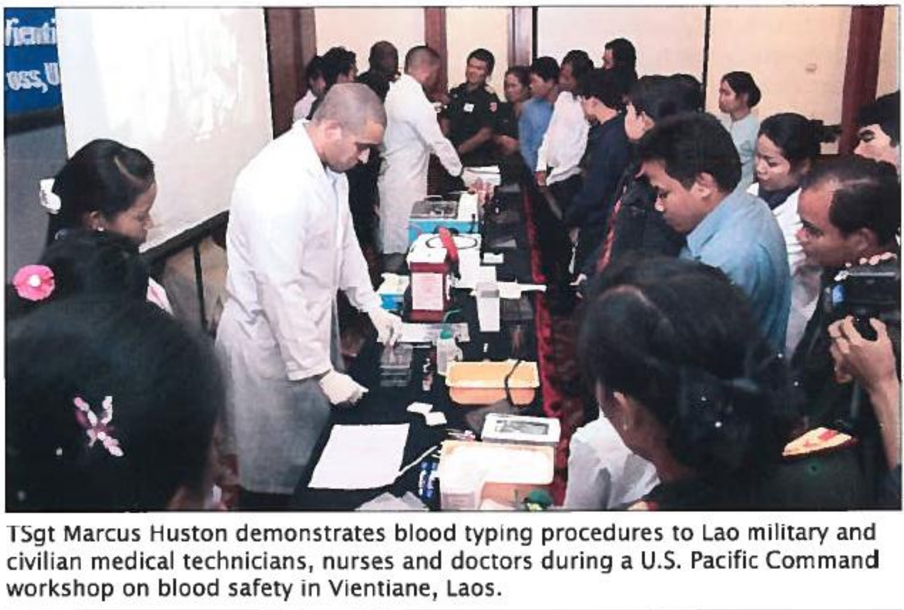


Photo submitted by DH

TSgt Marcus Huston demonstrates blood typing procedures to Lao military and civilian medical technicians, nurses and doctors during a U.S. Pacific Command workshop on blood safety in Vientiane, Laos.

Operation SeaHawk: A Collaborative Leadership Development SUCCESS STORY

By Jose I. Morales and Mark D. Campo, HC

A connection at one training course leads to the birth of another collaborative program.

“Epluribus unum.” From many, one. Interestingly, when it comes to collaboration, the opposite is also true: From one can come many.

This is what happened following the IBM/Harvard/DIA Blended Learning Leadership Program in 2008. The leadership program, sponsored by the DIA Center for Leadership and Professional Development (HCL-2), was composed of students from across the intelligence community (IC).

In most cases, it's the students who end up forging relationships and collaborating beyond the learning event. But one serendipitous outcome was a professional collaboration between the IBM/Harvard/DIA Leadership Program Manager Mark Campo and an attendee from the Department of Homeland Security (DHS), Clint Goodwin, who happened to be a senior training instructor at DHS's Intelligence and Analysis Center. This connection led to an idea that took IC learning collaboration to a new level.

Last March Campo and Goodwin collaborated on a tabletop exercise based on models used at the DHS Midlevel Threat and Analysis Course. This simulation exercise, Operation SeaHawk, provided a dynamic leadership development and operational simulation based on a homeland defense scenario. It involved the coordination of national, state and local security, and intelligence operations for South Carolina's Port of Charleston and Naval Weapons Station.

Leveraging the success of their first joint simulation event, Campo and Goodwin continued to collaborate through the summer, and Operation SeaHawk was programmed as a DIA open-enrollment learning opportunity. It attracted intelligence professionals from the DHS, Department of Justice, FBI, CIA, Department of Energy and National Drug Intelligence Center. Participant comments and evaluations highlighted the success of the event and the desire for additional simulations.

Operation Seahawk is delivered and supported through DIA's Collaborative Leadership Development (CLD) program, the agency's open leadership curriculum for all pay bands. CLD doesn't focus strictly on the DIA enterprise; it reaches across the IC to increase exchanges and joint learning opportunities. CLD consists of 20 leadership offerings within DIA, with access to more than 30 additional courses and programs hosted by IC partners such as the National Geospatial-Intelligence Agency, CIA, the National Security Agency and DHS. Through efforts such as Operation SeaHawk and the CLD curriculum, DIA is expanding its impact across the IC, enabling collaboration and establishing the agency as a premiere leadership learning organization.

Phillip Wright, left, creator of the tabletop exercise Operation SeaHawk, and facilitator Clint Goodwin, right, engage with students while tackling the issues presented during the exercise. The simulation was designed to test the analytical methodologies and strategies used in dealing with what was later revealed as real intelligence traffic that passed through the Port of Charleston, S.C.

Students engaged in the leadership simulation Operation SeaHawk examine the possibilities based on intelligence traffic taking place at the Port of Charleston, S.C.

Photos by Mark D. Campo, HC

The next Operation SeaHawk simulation is scheduled for March 1-2. For additional information, contact Campo at (202) 231-5550.

Editor's Note: To read more about DIA's initial collaboration with IBM and Harvard, check out "DIA, IBM and Harvard: Partners in Learning" in the July/August 2008 Communiqué.

Teamwork through internal and external partnerships.

60 Years of a 'SPECIAL RELATIONSHIP'

By Dr. Michael B. Petersen, DA

Although not as historically well-known as some others, the Burns-Templer Agreement of 1950 was one of the most important cornerstones of the U.S./U.K. military intelligence relationship.

As the United States and Britain confront the twin challenges of insurgency and terrorism around the world, it is important to reflect on the key moments in what Winston Churchill has famously called the "special relationship" in order to understand just what it is that makes that relationship so extraordinary. Feb. 17 marks the 60th anniversary of an important, but little-acknowledged date in the history of U.S. and British military intelligence. On that day in 1950, the United States and United Kingdom concluded the Burns-Templer Agreement, one of the most important foundational documents of the U.S./U.K military and intelligence relationship.

Military intelligence cooperation between the United States and United Kingdom stretches back to World War I, and then significantly intensified in the early and middle years of World War II, when the outcome of the war was still very much in doubt. Signals intelligence, or SIGINT, exchange was the most important. In June 1941 the U.S. and U.K. agreed to exchange SIGINT concerning Japan. In May 1943 the two countries struck the British-U.S. Communications Intelligence Agreement (BRUSA), which provided for extensive SIGINT cooperation between the two countries. After World War II the two countries decided to continue their exceptionally close cooperation. The most well-known post-WWII agreement is the 1946 BRUSA (which later became known as UKUSA), which became the basis for intelligence sharing between the U.S., U.K., Australia, Canada and New Zealand.

Lesser known, but equally important to the intelligence relationship, was a series of seven British-U.S. agreements struck between 1948 and 1950, which came to be known collectively as the Burns-Templer Agreements.

Gerald Templer, the British vice chief of the imperial staff.

Lesser known, but equally important to the intelligence relationship, was a series of seven British-U.S. agreements struck between 1948 and 1950, which came to be known collectively as the Burns-Templer Agreements. They were named for the two chief negotiators who brought them about: MG James Burns, the U.S. assistant secretary of defense, and Gerald Templer, the British vice chief of the imperial staff. The agreements ranged from joint security arrangements to the establishment of a Joint Military Information Board. The most significant agreement was concluded in 1950. It allowed the two intelligence communities to pool their resources in "a full and frank exchange to the greatest practicable degree of all classified military information and intelligence."

The Burns-Templer Agreement of 1950 consolidated an already extremely close relationship on military intelligence matters, but also expanded intelligence sharing into broader subjects and disciplines. It led to sharing information on, for example, Soviet- and Western-guided missile technology as well as the sale of arms to East Bloc countries. Later, in the 1960s and 1970s, the British shared with the U.S. the secret design of their Chobham tank armor, which was later incorporated in the M-1 Abrams main battle tank. Today, the agreement continues to serve as the intellectual and diplomatic basis of many beneficial military and intelligence exchanges between the two countries.

Even though the Burns-Templer

Agreement of 1950 is not as historically well-known as the BRUSA and UKUSA agreements, it deserves equal recognition with its path-breaking cousins. Indeed, in some ways, the Burns-Templer Agreement has had a much broader, wide-ranging impact on the military and intelligence relationship between the U.S. and U.K. Not only has it helped to formalize and regularize the intelligence exchange, it laid the groundwork for the ongoing sharing of military technology that has enhanced the strength of both nations. Thus, despite its relative anonymity, the Burns-Templer Agreement of 1950 has proven to be a durable, lasting component of one of history's most unique military, diplomatic and intelligence relationships; one that was and still remains truly "special."

Stay tuned to the InterComm and DIA in Pictures for more on the celebration of this important agreement.

The Burns-Templer Agreement of 1950 has proven to be a durable, lasting component of one of history's most unique military, diplomatic and intelligence relationships; one that was and still remains truly "special."

Summit Helps Broaden Learning Opportunities for a GLOBAL WORK FORCE

By Kim Danek, HC

The Office of Learning and Career Development meets with learning leaders from the combatant commands biannually to identify the best training courses and capabilities to reach those outside of the National Capital Region.

Thousands of agency personnel are now located outside the National Capitol Region (NCR), which creates challenges to participation in learning and career development opportunities. In September members of the Directorate for Human Capital Office of Learning and Career Development (HC/HCL) met with the combatant command Directorate for Intelligence (J2) learning leaders to discuss ways to improve educational opportunities and enhance learning for J2 employees stationed outside the NCR.

"The key to meeting the DIA non-NCR work force's learning and development needs will require a keen focus on leveraging the capabilities and capacity of the DIA-COCOM J2 Learning Council (DCLC) to support those needs in the future," said Keith Dunbar, HCL.

During the September summit, combatant command J2 learning leaders met with HCL staff to discuss overarching challenges, as well as requirements unique to each command in terms of bringing intelligence training to their theater. They discussed the need to have better visibility into the roles and responsibilities of other DIA organizations, such as how other HC staff could support learning and career development for DIA's non-NCR employees. Organizers devoted one day to help learning leaders build a better understanding of HCL functions.

Grace Berman, learning leader for the North American Aerospace Defense Command (NORAD) and U.S. Northern Command (NORTHCOM), said one of her favorite parts of the summit was "learning about DIA and COCOM J2 enterprise-wide resources for training. Discovering existing career roadmaps made the trip worthwhile and will save months of effort" in providing career development assistance to the NORAD-

DIA Values **Dedication, Strength,** and **Urgency of Purpose** to provide for our nation's defense.

NORAD-NORTHCOM J2 work force.

Combatant command J2 learning leaders gave a presentation on their highlights, initiatives and spending plans from the 2009 fiscal year, and offered a look ahead at their potential challenges for 2010. U.S. Central Command J2 learning leader Duane Jennings felt identifying these challenges was valuable because it "raised corporate knowledge of all as to COCOM environment and challenges." HCL and command J2 presentations facilitated ideas on globalizing our work force together.

As the "solutions integrator" between HCL organizations at the DIAC and members of command J2s, Dunbar said that part of HCL's mission is "to proactively engage and partner with its customers and stakeholders to identify innovative, high-impact learning solutions, resulting in a highly skilled intelligence work force."

"The collaborative efforts of HCL and the COCOM J2s have been very successful this past year with that approach," said Dunbar.

In recognition of the DCLC team's efforts, Chief Learning Officer magazine bestowed its 2009 Learning in Practice Gold Award for Global Learning on them. The DCLC was an early initiative to facilitate greater communications and collaboration between DIA and the newly integrated combatant command J2 work force. Standing council members include the command J2 learning leaders and HCL division chiefs, and part of the council's mission is to improve learning by optimizing capabilities, prioritizing shortfalls and recommending resources.

To assist the effort, global learning strategists (GLSs) have been positioned within command J2 regional joint intelligence training facilities. The GLS works with his or her local learning leaders to facilitate learning opportunities in their theater and assists employees in fulfilling their training and career development needs. The GLS also identifies the learning requirements of the J2 they support in order to recommend and validate solutions that will have a positive impact on the organization's mission.

By working closely together, the DCLC is positioning itself as a key enabler of global learning across the defense intelligence enterprise.

2009
Chief Learning Officer
Learning In Practice
Awards

Photo courtesy of Chief Learning Officer Magazine/MediaTec Publishing

Keith Dunbar (left), on behalf of the DIA-COCOM J2 Learning Leaders Council, and Pat Cashman, on behalf of the Office of Learning and Career Development, accept the Global Learning Award at the Chief Learning Officer symposium in Colorado Springs, Colo.

"By working closely together, the DCLC is positioning itself as a key enabler of global learning across the defense intelligence enterprise."

بالتفاني والقوة و شدة عزم في توفير مستلزمات الدفاع عن أمتنا

Interview with Grant SCHNEIDER

Deputy director for INFORMATION MANAGEMENT and Chief INFORMATION OFFICER

By the Communiqué Staff, CP

Photo by Dana M. Black, CP

Grant Schneider, deputy director for DS, sat down with Margan Kerwin from Internal Communications to talk about DS's reinvention and where the organization is going in the coming months.

The Communiqué staff interviewed Grant Schneider, deputy director for Information Management and Chief Information Officer (DS), to discuss DS's reinvention effort, global information technology capabilities, and how his directorate is bringing together DIA's global work force.

Schneider has been in this position since June 2007. As the chief information officer for DIA, his work force spans the globe and is responsible for information technology assets, resources, capabilities and services supporting more than 54,000 intelligence community customers.

COMMUNIQUÉ: *Explain DS's reinvention and what you envision for it.*

MR. SCHNEIDER: The DS reinvention is about putting the customer at the center of everything we do. DS had become too focused on how we deliver information technology (IT) services as opposed to how those services impact and affect the customer. With our approach to reinvention grounded in "customer centricity," we are bringing balance back to our people, our processes and customers.

The reinvention means three things to me: First is creating capacity for DS. We're doing that by selecting some applications that we're going to pause development on and then some applications that we can eliminate all together; we need to stop doing some things in order to create the capacity to be able to do the things that we really need to do.

Number two is to invest in our infrastructure. We need to standardize, centralize and normalize our infrastructure. We need to get the infrastructure to where it is cheaper for us to operate on a day-to-day basis, and more efficient for our customers when they interact with the services DS delivers, whether it's e-mail, searching message traffic, saving a file or anything else.

The third piece is the most critical, which is defining the customer experience. We need to understand what the "moments of truth"

"We're always going to need to adapt to the changing environment and changing customer needs."

are between DS and our customers. An example could be as simple as when someone logs on in the morning — just by logging on to their workstation, they are interacting with DS and having a customer experience with us. Other examples could be when they are calling the service desk, getting a new piece of equipment installed, or running an analytic application. Wherever those moments of truth are, we need to understand what we want that experience to be and what the customer wants that experience to be, and then align and run DS to deliver that experience.

COMMUNIQUÉ: *DS has attempted substantial changes in the past. What makes this reinvention different?*

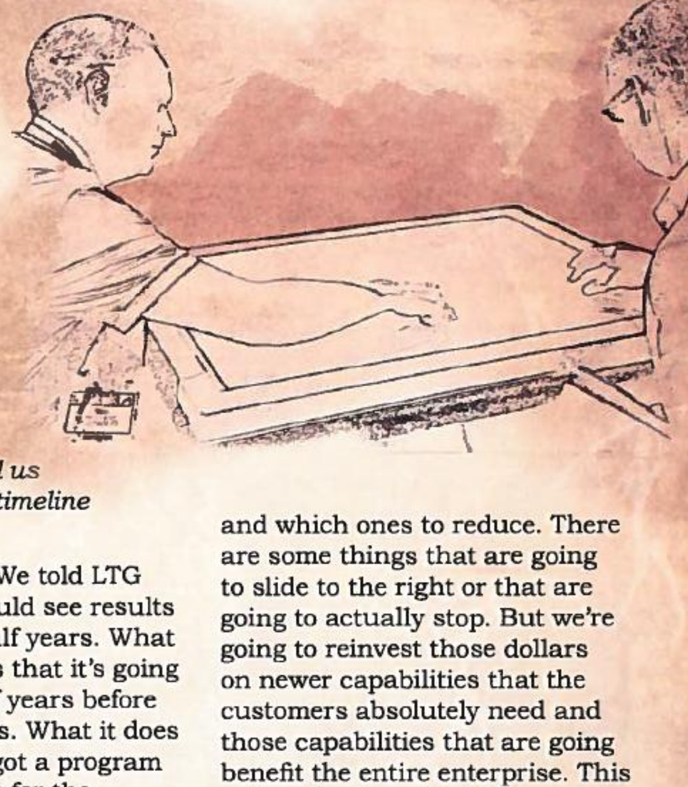
MR. SCHNEIDER: Two things make the DS reinvention different. First, it's about the customer's perspective of DS and the customer's perspective of the services they get, or perhaps feel they don't get, from DS. It's about putting the customer forward, and that's a significant cultural shift for those components of my work force that don't have customer interaction as a major aspect of their assigned duties. We certainly think we do a lot of the right things, but if you go talk to the customers — and I have — we're not meeting all their needs right now.

The second thing that makes this reinvention different is the level of senior leadership support. LTG Burgess has been extremely supportive of our initiatives. He's given us some resources that we need to upgrade existing desktops — aka CERP — and provided us a lot of support and acknowledgement of what it is we're trying to accomplish. He understands that this is a long-term investment.

COMMUNIQUÉ: *As you previously stated, LTG Burgess has really thrown his support behind the DS reinvention. What can the work force expect to see with this enhanced funding and additional resources?*

MR. SCHNEIDER: The work force is going to see a couple of things. First, as a result of the DR's infusion of funds, we'll be able to upgrade existing desktops to newer units. There are going to be technology enhancements that will allow them to do their job better. There's going to be increased reliability and resiliency in our systems in the event of any sort of catastrophic failure.

But really what I anticipate and expect the customers to see is a different experience when they're interacting with DS. Rather than just having a solution to their problems, we want to get to the point where the customer views us as a business partner and that we're helping them perform their mission through our enabling technologies, as opposed to just providing the technology and letting them figure out how to apply it against their mission needs.



COMMUNIQUÉ: *Tell us a little bit about the timeline for the reinvention.*

MR. SCHNEIDER: We told LTG Burgess that we would see results within two and a half years. What that doesn't mean is that it's going to be two and a half years before there are any results. What it does mean is that we've got a program plan and milestones for the projects, initiatives and process changes in place and customers will see changes incrementally.

Ongoing improvement is something that will continue from here on; we're always going to need to adapt to the changing environment and changing customer needs.

COMMUNIQUÉ: *Many users are concerned that the reinvention is going to impact agency- and DoDIIS-wide upgrade programs. Can you explain the impact the reinvention might have on those?*

MR. SCHNEIDER: As I mentioned earlier, there will be some things impacted. The first step of the reinvention is to create capacity to do the things that we really need to do. The chief of staff hosted an applications review that all the stakeholders from all the Joint Intelligence Operations Centers (JIOCs) and DD4s were involved with. The review looked at all of our business and intelligence applications and helped us determine which ones to pause and which ones to reduce. There are some things that are going to slide to the right or that are going to actually stop. But we're going to reinvest those dollars on newer capabilities that the customers absolutely need and those capabilities that are going benefit the entire enterprise. This rationalization effort is supporting a broader effort across the intelligence community to align resources with demand and better support the mission. There are also going to be some infrastructure improvements. Along with overall improved services and

performance, the reinvention is deliberately designing customer experiences to improve the interactions during installations and next generation desktop services through CERP. These customer experiences will occur in the background, and will be reflected in a more efficient and less disruptive delivery of services, patches, upgrades, etc. Again, it goes back to the experience that the customer is going to have.

COMMUNIQUÉ: *How are you receiving customer's feedback and using it to improve customer relations?*

MR. SCHNEIDER: We get customer feedback in a lot of different ways. One of the more formal ways is our annual Voice of the Customer survey. We also leverage, where we can, the Human Capital Survey, as it also addresses IT systems and capabilities. And then obviously we have a lot of informal means. We survey the customer whenever we have an interaction with them, usually after a remedial maintenance item, new requirement or other individual task.

The Voice of the Customer survey is the big one for us because it provides quantifiable data on the customer's overall impression of the service and our organization. That data was a significant reinvention driver.

Because of customer feedback, we've done a lot of internal reassignments and developed lists of the tasks that we need to accomplish, both in projects and in processes. A lot of this is about how we interact with the customer, because we can do IT stuff all day long, but that, in and of itself, will not improve the customer's experience.

COMMUNIQUÉ: *There have been rumors that DS is going to incorporate a "fee-for-service" charge against different offices. Can you elaborate on this program, and if and when we might expect to see these kinds of changes?*

MR. SCHNEIDER: There is a cost recovery aspect of reinvention that we discussed with the director, which stemmed out of us taking a look at what services we provide. We were trying to be all things to all people, and we can't do that successfully — not on any sort of budget. We looked at the services we're providing that we shouldn't be or that are for those who are not core DIA customers, i.e. those outside of the JIOCs or DIA directorates. We're developing that program right now. It's actually one of the first ones through our review gate in order to establish how we are going to get reimbursed for services and what those services are going to be.

By and large for the JIOCs, the DD4s and special offices, I think this will have a minimal impact. We're not going to send a bill for submitting a trouble ticket. Moves, adds and changes, people wanting to reconfigure their work area, or turn ten cubes into 12 are the types of things that will very likely be on the reimbursement list. And then there will be services for people who are outside of DIA's core customers.

COMMUNIQUÉ: *Moving on to some other IT topics, what is DS doing right now to improve desktop streaming?*

MR. SCHNEIDER: What you're really talking about is how we respond to the fact that we have a global work force. The agency has a geographically dispersed work force — my organization included — and people need to be able to come together and collaborate in a variety of ways. Streaming video is one of the ways people can do that. We're taking tools such as A-Space and moving them into the regular JWICS environment — jSpace — so that everyone can have the same kind of social networking capabilities. We need to provide services that allow our global work force to work and interact together on a global basis.

Specific to video streaming to the desktop: we've got some initiatives underway defining what our next generation desktop will look like. One of the requirements is the capability of desktop streaming. The solution should also be capable of doing 3-D graphics rendering, the Google Earth type of stuff that our current DoDIIS Trusted Workstation doesn't do. But the next generation desktop will also be able to provide the multi-level security access like our DoDIIS Trusted Workstation does today.

COMMUNIQUÉ: *How is DS planning to increase their emphasis on SIPRNet's capabilities?*

MR. SCHNEIDER: We do have a lot of emphasis on SIPRNet. In fact, some of the newest workstations we have happen to be our SIPRNet machines around the world. That said, we don't have the same tools and capabilities on JWICS and SIPRNet. In some

cases, those tools and capabilities were developed and designed for JWICS, which happens to be the agency's administrative network; it's where we do time cards, taskers, calendars and those kinds of things. eZHR, for example, was initially designed for and built out on JWICS.

On the other hand, there are things like the HUMINT Online Tasking and Reporting system (HOTR) that were designed to run on SIPRNet for use in the human intelligence community. We recognize that there is the need to share data and information between SIPRNet and JWICS customers.

I don't know that we need to have all of the same capabilities on SIPRNet and JWICS simultaneously, but we need to be sure that we understand what the customer is looking for and needs to be able to operate within the SIPRNet environment, and what other customers need to work within the JWICS environment, and then be sure we have the appropriate tools on each network.

We need cross-domain capabilities for a lot of different applications. We've put some of our eZHR capabilities on SIPRNet now. Not all of them are there; but that's the agency's goal and it is something that we're working toward.

COMMUNIQUÉ: *Have you found that there has been a difficulty balancing the customer's needs or customer's requests with your current capabilities?*

MR. SCHNEIDER: That is always an issue. The question is always one of, "what are the customer's expectations?" Often the customer's expectations are that we're able to deliver them anything they can go get at Best Buy on the same timelines and with the same capabilities. So yes, there's always concern over what it is the customer is looking for and what we're able to provide to them.

The reality is, we have to do things from an enterprise perspective vice in an individualistic manner. Our customers need to have interoperability with each other, and we need to guarantee that the interoperability is delivered in compliance with the information assurance core principles of confidentiality, integrity and availability. This means that we end up needing fewer but typically larger solutions. Everyone doesn't get to pick which kind of word processor they want to have on their desk. We need to have a standard one that everyone is going to be able to work on.

COMMUNIQUÉ: *Who does DS service outside of DIA?*

MR. SCHNEIDER: A lot of people. We run JWICS globally for the Department of Defense as part of the global information grid network, and in doing that we're responsible for any computer hooked on to JWICS. We don't own them all, we don't procure them all, but from an information assurance perspective we're responsible for whether or not they've got the right patches and security protocols to be on the network.

We also monitor all JWICS video teleconferences globally every single day. We've got more than 500 JWICS locations, and we monitor all the circuits that go in and out of those locations. So if a circuit goes down for any reason, we know about it, and we're working with the local sites and service providers to restore service.

Additionally, one of the roles the Office of the Director of National Intelligence (ODNI) tasked us with about a year and a half ago is to be the Intelligence Community Incident Response Center, or ICIRC, which is an information assurance network operations center for the intel community. If CIA or anyone else in the community is having any sort of network intrusion or information assurance-related issue on any of their networks, they report it to the ICIRC. Similarly, if DIA has an issue, we would report to the ICIRC even though we run it, and then we report the information to the other centers within the U.S. government, in addition to the ODNI, as a part of their oversight.

COMMUNIQUÉ: *With DS located at the DIAC, how are any physical limitations being worked around to ensure that the necessary equipment/connectivity is provided as your responsibilities expand globally?*

MR. SCHNEIDER: I don't see us as being limited to any physical

"The agency has a geographically dispersed work force – my organization included – and people need to be able to come together and collaborate in a variety of ways. Streaming video is one of the ways people can do that."

location, nor centrally located at the DIAC. My work force is geographically dispersed and I see that as an enabler for meeting our globally dispersed customer set. We are organized regionally, so while we have people at each of the combatant commands, we have five different regional service centers: one in Honolulu; one in Colorado Springs, Colo.; one in Tampa, Fla.; one in Washington, D.C.; and one in Stuttgart, Germany. From these centers we provide services globally.

For example, we've got a good number of folks in Iraq and Afghanistan providing services, but people in Stuttgart may wake up in the morning and provide services to people in Iraq and Afghanistan too. Support for the theater might not necessarily come from Tampa — it comes from wherever the appropriate resources are. Whether that's a spare part or a technician we need to get on site. By looking at the world regionally, we're able to put the right person from the right place as quickly as possible. That's absolutely critical as DIA continues to have a broader enterprise focus, and a more expansive geographic view.

COMMUNIQUÉ: *How do you answer those that say DS has become detached from the analytic customer set, and are there any measures underway to rectify these problems?*

MR. SCHNEIDER: I would agree that DS has become detached from the customers at large, I wouldn't isolate the analytic customer set per se. The premise of our reinvention is that we became separated from the customer and from what the customer expects of us. The intent of the initiatives that are underway in the DS reinvention is to enable us to better partner with our customers.

Obviously, the analytic community is a huge part of the enterprise; it's a huge part of DIA, and a huge part of the JIOCs as well. There's really almost nothing we're doing that's not aimed at the analytic community, but typically the services and capabilities we deliver are going to be consumed by all our customers.

COMMUNIQUÉ: *Are there any efforts underway to improve IT collaboration with our allied partners?*

MR. SCHNEIDER: There are. We run the U.S. portion of Stone Ghost, which is a four-eyes, now becoming five-eyes, coalition system. Stone Ghost is the primary way that analysts interact with analysts from other countries and with international partners. We are in the process of taking tools and capabilities that we typically have on a U.S. system, such as JWICS, and porting them over to the Stone Ghost environment. Just as we are making A-Space technologies available to the broader JWICS community, we're also moving A-Space capabilities onto Stone Ghost so that our international partners are able to have that social networking capability, as well as the ability to work together in a far more dynamic fashion.

COMMUNIQUÉ: *Is there anything else that you would like to add?*

MR. SCHNEIDER: The push for us right now is the reinvention, and we're focused on what the customer needs and how the customer perceives what it is we're providing. That's important for the customer, but it's also important for my work force — that's where the big change is for my work force, in our approach and understanding. If I'm delivering you a new computer, I'm also delivering you an experience at the same time — it's more than just an individual or specific service. This is all about improving customer satisfaction and creating the necessary trust and credibility with our customers to be a mission partner.

> **"This is all about improving customer satisfaction and creating the necessary trust and credibility with our customers."**

Many good questions were submitted for the Communiqué staff to ask DS, but we were not able to get to them all during the interview. These questions will be answered periodically on the DS's Reinvention Web site. To get here, go to the DS homepage, and select "DS Reinvention."

Also check out the online Communiqué for video excerpts of Mr. Schneider's interview and more answers to your questions that didn't make it into print.

What is jSpace?

By the Directorate for Information Management and Chief Information Officer, DS

Similar to the popular analyst social network, jSpace gives users from across the intelligence community a new way to collaborate.

Despite its name, jSpace is not a destination, but a new way of doing business. jSpace is a virtual work environment that provides users from across the intelligence community (IC) with a common platform to do collaborative work and easily connect with colleagues working the same or similar issues.

jSpace is based on A-Space, and is an environment that equips users with tools that speed discovery and exploitation of data and expertise; techniques that enhance tradecraft; and technologies and business processes that optimize their collective strengths. By creating a connected work environment across the IC, jSpace helps users with identifying and sharing useful tools and successful mission strategies.

The jSpace Social Network (JSN) is available to all JWICS users, to include government and contractor personnel. jSpace provides a mission-focused, collaborative work environment and offers many search capabilities to aid in the discovery of information. It uses various search styles to support critical workflows that result in meeting mission goals. Beneficial features include geospatial capabilities that provide many visualization formats and notification tools that work from standing or targeted queries.

Firefox is the recommended internet browser for JSN; Internet Explorer creates display anomalies. To use JSN, users must have a valid IC public key infrastructure (PKI) certificate and JWICS access.

For more information on jSpace, including registration, please visit http://jspace.dodiis.ic.gov/.

ASSISTIVE TECHNOLOGY in the DIA Workplace

By Natalie H. Veeney Ford, EO

There are a variety of assistive technology options available to DIA employees.

Making sure employees with disabilities have comparable access to technology as other employees is not just the law, it's also a good business practice.

Consider this: the Job Accommodation Network estimates more than 90 percent of reasonable accommodations in the federal workplace cost agencies less than $500 to put into place. That's why, unless an undue burden would be imposed on the agency, Section 508 of the Rehabilitation Act of 1973 requires all federal agencies that develop, procure, maintain or use electronic and information technology to provide comparable access to qualified individuals. In DIA that means assistive technology is available for all employees with disabilities so they are able to perform essential job functions that might otherwise be difficult or impossible to accomplish.

Assistive technology covers a range of options including hardware, software and peripherals that can help individuals access computers or other information technologies. For example, people with limited hand function may use a keyboard with large keys or a special mouse to operate the computer. Software that reads text on the screen in a computer-generated voice or enlarges screen content is useful for employees with low vision. Deaf employees have access to video relay and sign language interpretation services. Finally, people with speech impairments may use a device that speaks out loud as they enter text via a keyboard.

In today's workplace, a tremendous variety of assistive

technologies are available for people with disabilities to access information technology. A DIA employee with a qualified disability can request assistive technology accommodations at no cost to the agency through the Computer/Electronic Accommodations Program (CAP). CAP provides free assistive technology and services to federal employees with disabilities. The CAP Technology Evaluation Center (CAPTEC) was developed as a demonstration and assessment facility in order to support the CAP mission: real solutions for real needs. CAPTEC contains workstations equipped with a variety of equipment to accommodate persons with disabilities at its Pentagon location. Managers and supervisors seeking solutions to accessibility challenges can visit CAPTEC in person or via video teleconferencing to learn how assistive technologies enable people with disabilities to become or remain valuable employees.

DynaVox EyeMax

If you would like more information about DIA's assistive technology or assistance with CAP and reasonable accommodation requests, please contact Disability Program Manager Natalie Veeney Ford at (202) 231-6317.

10 THINGS Everyone Should Know About Using the INTERNET

By the Office for Cyberthreat Analysis and the Defense Intelligence Open Source Program Office, DI

Think you're safe on NIPRNet? Think again. The Defense Intelligence Open Source Program Office provides their 10 favorite tips and suggestions when using the Internet at work and at home.

1. You should be aware that foreign intelligence and security services (FISS) may be targeting DIA personnel and activities through the Internet.
   - FISS may be targeting DIA personnel through NIPRNet computers and e-mail.
   - FISS may be targeting DIA personnel through their personal home computers and personal e-mail accounts. If a hostile FISS gains access to your home computer they can monitor your online activities.
   - FISS can monitor DIA e-mail and search activities that exit the NIPRNet gateways.
2. Maintaining current and updated operating system and anti-virus software will defeat more than 99 percent of malicious code commonly used.
   - Purchase and maintain a commercial anti-virus application so that your anti-virus signatures are automatically updated.
   - Purchase and maintain properly licensed operating systems so that you receive patches to vulnerabilities.

Cybercriminals and FISS do not recognize privacy or personal considerations on the Internet. Your "personal" activities on Facebook, Internet dating services, e-mail and online browsing activities can be tracked and monitored by individuals with hostile intent.

3. Apply the same rules for creating passwords at home as you are required to do at work.
   - Create passwords that use a combination of letters, numbers, special characters, and upper and lower case characters, and are at least eight characters long.
   - Programs that guess passwords using dictionaries or common names are readily available to any hacker or cybercriminal. Using numbers and special characters helps defeat these simple techniques.
4. Know how to protect yourself from "phishing" attacks. Phishing is the practice of enticing a user to open an attachment to an e-mail that will launch malicious code that can be used to take over your computers. Phishing is often the

primary attack vector used by cybercriminals and FISS.

- Don't open e-mails or attachments from people you don't recognize.
- Don't participate in chain e-mails, e.g., "Forward this e-mail to 10 people."
- Be aware that phishing attacks often use current events, like H1N1 virus issues, e-mails about celebrities, natural disasters, etc., as the subject line.

5. Be aware that personal electronic devices (PEDs) are potentially more vulnerable than your home computer.
   - Current trends show that cybercriminals are targeting PEDs as more people begin using PEDs for personal online transactions, such as banking.
   - The software and operating systems of many PEDs lack the sophistication and anti-virus capabilities of personal computers.
6. There are different risk levels depending on the type of open source research you are doing.
   - **Official Business:** Open source research or activities that are conducted as a Department of Defense (DOD) employee or representative of DIA. Examples are academic outreach, using opensource.gov, accessing other public U.S. government resources or using DOD subscription services.
   - **Low-Risk Open Source Research:** Open source research where there is little or no risk of losing access to the material if U.S. government or DOD interest in the material is identified.
   - **High-Risk Targeted Open Source Research:** Open source research where the subject or target may deny access to the material or change the content if they become aware that the U.S. government or DOD is interested in the Web site. High-risk open source intelligence (OSINT) can also involve research on subjects or countries that have offensive cyber capabilities, and may target anyone who accesses their site.
7. You should be knowledgeable about the different Internet access tools available to you and how to use them.
   - **NIPRNet:** Used for official business and acceptable personal use.
   - **Intelink-U:** Used for official business where users need to transmit information that is sensitive but unclassified data. Intelink-U can help protect sensitive work-related information.
   - **Intelink-U NA:** Non-attributable Internet access that uses a DOD proxy for searching the Web. Intelink-U NA can provide limited protection when performing low-risk OSINT, but should not be used for high-risk OSINT.
8. The Open Source Center (OSC) provides some products and services on JWICS.
   - Intelink-TS has the OSC's Web site featuring the Map Services Center and breaking news with translations from media around the world.
   - The OSC has regional and topical experts who can give you the slant or perceptions of foreign media.
9. You can access the searchable Joint Staff J2 Multimedia Library and other sites of interest via the Open Source link on the DIA homepage on JWICS.
   - The J2 site provides timely video clips from news sources, to include YouTube, plus images from current news stories are available.
   - You can explore the U.S. Army Open Source Portal on JWICS for open source-related links and unique products.
10. On NIPRNet, you should register for an opensource.gov account. It's the Web-based dissemination platform that provides a wealth of open source information.
    - DOD OSINT products are shared there along with multimedia products, commercial databases from vendors such as Stratfor, LexisNexis and ProQuest, plus blogs and wikis from IntelCenter, Geospatial Intelligence, Counterproliferation and more.
    - You can also engage Intelink-U from the Web site. The databases provide journals, magazines, academic works and newspapers from around the world.
    - Opensource.gov offers numerous commercial databases like Jane's, EBSCO and ProQuest. Some premium databases normally found at academic and special libraries are available right on your NIPRNet desktop, or even from home.
    - Opensource.gov provides access to verbatim and summary translations from foreign media around the world covering issues important to IC analysts.

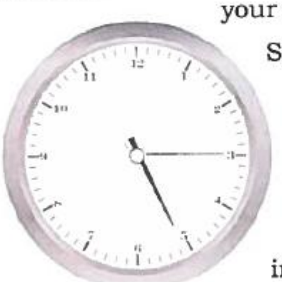
A SHARED Point of View

BENEFITS of a Knowledge Management Portal

By Iftin A. Fatah, FE

Tick, tock, tick, tock ... What to do when that menacing deadline rears its ugly head and you can't find the critical documents you need.

It's 5:15 p.m. You've got to hurry or you'll miss your car pool or be late for the slug line. You pick up your purse, briefcase and gym bag (yeah, the one you had good intentions of using but ...) and start to leave. Just as your foot crosses the threshold of your cubicle, the phone rings. You check the caller ID; it's your boss.



Why is she calling at this hour? You drop your bags and grab the receiver. Your boss tells you that she has just learned she has a meeting with the deputy director at 5:30 p.m.; she needs a document or information from a project you've been working on. She wants you to e-mail it to her — NOW! You log on to your computer, and the seconds pass, seeming to grow into hours. You begin to regret that you followed security protocols and logged off when ... there it is. You pull up the shared drive. Where did I store that document?, you think as time races by. You glance at your watch: 5:21, only nine minutes left and ...

Sound familiar? Of course it does. Each of us has wasted time searching the shared drive for that elusive document, trying to outwit a colleague's filing system, or striving to decipher unintelligible naming conventions. The inability to retrieve information can leave us feeling helpless in the face of looming deadlines. We ran into this situation in the Office of the Chief Financial Executive's Defense Intelligence Resource Management Office (FE/DIRMO). As the amount of documentation we produced increased, it became increasingly difficult to find critical information in a timely manner.

ENABLING the ENTERPRISE through SharePoint

By Steven M. Grogan and Dylan F. Borchers, CE

The Office of the Associate Deputy Director is using everyday software to manage DIA's global enterprise.

The Enterprise Program Management Office (EPMO) within the Office of the Associate Deputy Director (ADD) is increasingly incorporating Microsoft SharePoint into its business operations in order to facilitate DIA's commitment to creating a truly integrated defense intelligence enterprise. SharePoint has been a valuable tool for capturing DIA's efforts supporting the enterprise, and it is the system of choice for facilitating the resolution of the remaining challenges related to the transition of 4,000 military and civilian positions to DIA as part of the JIC/JAC Military Intelligence Program Implementation Study.

Specifically, EPMO is leveraging SharePoint to track various work efforts undertaken by ADD personnel around the enterprise. Whether a DIA representative is planning an outreach initiative or an enterprise support coordinator (ESC) is working at a combatant command to enhance National Capital Region e-mail communications with DIA command civilians, SharePoint is a central location to obtain a quick look at enterprise activities.

Hosted on a SharePoint collaboration portal, the ADD Task Status List uses standardized forms and views within a SharePoint list for ADD personnel to input and update their accounts. Aggregated information is displayed in various standard views, with the ability to quickly sort and filter information by fields, such as action officer, suspense date, task origin or work stream. The various views also allow for the quick development

DIA Values **Customer-Focus** in the products and services we provide.

Photo by Elizabeth Mannan

Author Iftin Fatah works on her team's SharePoint portal.

We found a solution to our problem in DIA's SharePoint portal. SharePoint portals enhance an office's ability to manage workflow, extend collaboration among work groups and employees through discussion boards, and manage content through implementation of version control. Portals place users in control of their data and how it's presented.

Establishing our team's SharePoint site was not difficult. As with anything, getting started was the hardest part. Once we began it only took a few days of brainstorming to create a rough outline of critical documents and Web links. Designing the site and uploading documents to the knowledge portal required only a few more days.

Here are a few pointers if you decide to start your own SharePoint site.

- Keep content fresh — no one wants to use a site that has old, dated information.
- Focus on the users' needs.
- Provide regular enhancements.
- Promote your site by including a link to it on your Microsoft Outlook signature or steering new employees to the portal upon arrival.

Whatever you do, this is your opportunity to be creative and represent yourselves well.

For more information on DIRMO's Measurement and Analysis Team portal, contact Iftin Fatah, (703) 907-0480, or Tige Palmer, at (703) 907-0157. To get started on your own SharePoint, contact Mike Lansley, DAN-2, at (202) 231-8391.

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of reports for ADD leadership, highlighting high priority tasks, overdue tasks, eTask action items and overall work streams.

Using SharePoint helps ensure DIA enterprise management embodies corporateness, responsibility and accountability, hallmarks of the agency's support to the enterprise. Between August and December 2009, more than 40 ADD personnel used the tool to track nearly 450 actions related to developing the enterprise. The collaborative nature of SharePoint is especially useful for EPMO command account managers and the ESCs. Command account managers and ESCs engage commands and DIA directorates to improve enterprise policies, processes and procedures. This kind of collaboration aligns with the goals and desired outcomes of the Enterprise Management Roadmap contained in the Strategic Implementation Plan for the 2010 fiscal year.

Additionally, SharePoint augments the Enterprise Executive Board (EXBO), a bimonthly forum chaired by ADD Sharon Houy. The EXBO, a galvanizing force for DIA enterprise management, reaches out to the deputy directors for intelligence at the commands, principals in the military services and combat support agencies, and the Office of the Undersecretary of Defense for Intelligence.

From the Nov. 5 EXBO, EPMO collected nearly 50 enterprise issues raised by the commands. To ensure these stakeholder concerns are effectively addressed and resolved, each item is assigned an action officer and is tracked on the ADD Task Status List. Tracking this information in a centralized database allows for EPMO and DIA directorates to readily update stakeholders on the status of their specific concerns.

In short, SharePoint allows ADD to zero in on actions that promote enterprise thinking and advocacy.

The ADD Task Status List is an example of how the ADD is integrating a simple enterprise technology into its business processes to enhance collaboration and maintain situational awareness as it works to coordinate the development of solutions to complex enterprise issues.

Operation DESERT CAM

By Papa Kilo and Whiskey Charlie, DA

Like any military operation, the video production process involves planning (pre-production), execution (production) and after-action reports (post-production). All three phases are necessary to conduct a successful video mission. Here's an example of one such mission.

Photos courtesy of Patrick L. Kiser, DA

MISSION: Create an exciting and informative promotional video about the DIA deployment process.

SITREP: Must engage military and civilian personnel – many not wanting to be seen on camera – at various DIA locations in the U.S., Qatar, Iraq and Afghanistan.

▲The authors pause during a location shoot in Baghdad at the start of a dust storm.

◀Papa Kilo, aka Patrick Kiser, with his portable video gear.

ALPHA TEAM: Special video operators (SVOs) "Papa Kilo" and "Whiskey Charlie" lead the mission with support from the Special Video Operations Command (DAN-2B), the Global Operations Readiness Division (DAE-3), the Defense Intelligence Support Offices in Iraq and Afghanistan (DISO-I and DISO-A) and the Combined Media Processing Center Qatar (CMPC-Q).

Pre-production, the intel gathering phase, is the most important of the three phases; mapping out the production meets this objective. The producer conducts human intelligence (HUMINT) and open source intelligence (OSINT) operations with the client.

Papa Kilo reports: "Meetings with targets Tango Delta and Bravo Golf at the Deployment Readiness Center [DRC] provided abundant information about the deployment process. Conducting on-site surveillance of the DRC and the DIA Logistics Operations Center [DLOC] for shooting locations. Green light is go for the FOX Television show '24'-theme treatment of the script."

Pre-production builds the framework for the video's concept, treatment, script and storyboard, plus site surveys and location scouting. The more time spent in pre-production saves time in both the production and post-production phases.

Alpha Team acquired special training and equipment for this international production, which included going downrange. Both Papa Kilo and Whiskey Charlie received a short-

course version of the deployment training. This began the production phase.

"We did extensive shooting at the DRC, which is where most of the training and support for those who are deploying takes place," said Whisky Charlie. "Our cameras captured weapons training, vaccinations, equipment issue and mass casualty exercises, as well as all of the administrative, logistics and support functions."

Setting up a scene can be simple or complex depending on the location. Shooting locally allowed the Alpha Team to bring out some of its big guns. Lights, cameras, jibs, dollies and Steadicams are some of the tools of the trade. One of the shop's newest tools, the handsfree-transporter, allows SVOs to shoot and move with the Steadicam all day long.

Heading down range is challenging for a normal deployment, and bringing camera gear into the mix adds to the adventure. In Iraq and Afghanistan, Alpha Team's biggest concerns — aside from being in a war zone — were heat and dust. They lucked out with the heat. The temperatures in Baghdad and Bagram while the SVOs were there were quite pleasant. The dust, on the other hand, didn't cooperate.

"For three straight days Baghdad was in a state of perpetual yellow haze due to a dust storm," said Whiskey Charlie. "You usually have to pay big bucks to a special effects company to get stuff like this!"

Since they would be flying military air and had to hand carry everything, Alpha Team chose to travel with small and lightweight camera gear.

TEAM IDENTIFICATIONS

Papa Kilo: Patrick Kiser, video producer/director

Whiskey Charlie: Wayne Clague, video producer/director

Target Tango Delta: Anthony "Tony" DeLegge, chief, DIA Readiness Center

Target Bravo Golf: Brian Gabinski, management analyst, Global Readiness Division

Whisky Charlie, aka Wayne Clague, shoots a low angle view.

"Even with this lightweight camera kit, by the time you added in our personal rucksacks, body armor and helmet, each of us hauled about 130 pounds of stuff," recalled Papa Kilo. "This really gives me an appreciation for what our troops have to carry with all of their battle rattle."

Air travel proved to be one of the most challenging aspects of the team's trip. Traveling commercially on the more than 12-hour flight from Dulles to Doha, Qatar, was easy. The hard part was getting to and from Qatar to Iraq and Afghanistan. Even as ticketed PAXs [military term for passengers] for a military flight, there was no guarantee that Alpha Team was going anywhere. Or if they were fortunate enough to get loaded and going, it was not a sure-thing that the team would actually land at their ticketed destination.

"Our first destination was Baghdad. Only about a three-hour flight from Qatar, it took us about three days to get there. Our first hiccup was an aborted landing due to dust storms," reports Whiskey Charlie. "We were seconds from touching down in Baghdad when the pilot pulled up due to poor visibility from the dust and sand, and took us to Joint Base Balad, which is about 50 miles north. Once in Balad we got a real good taste of travel in theater, as we were stranded in the terminal there for two days."

Alpha Team wasn't alone; there were numerous civilian, military and contractor personnel all jockeying for flights. After a couple aircraft equipment issues, sleeping overnight on a concrete floor, and gallons of

AAFES Green Bean coffee, the team was finally on its way to Baghdad.

The rest of the team's travels proved uneventful. Everything worked out and they captured some spectacular high-definition footage in all three countries.

"While in Bagram, I had the opportunity to go outside the wire to film some weapons training in the local foothills, as well as a convoy run down to Kabul and back," said Papa Kilo. "I got lucky that day: there were Kuchi nomads in the area, and I was able to film some of them to add some local flavor to the video. And the towering snow-capped mountain ranges in Afghanistan were spectacular."

After returning to the U.S. with more than 20 hours of footage, the final phase begins: post-production. This is where all the elements come together. The script is tweaked, graphic elements are produced and the editing gets started. Depending on the length and complexity of the project, post-production can take anywhere from a few days to several months or even more.

DAN-2B is transitioning into the digital, high-definition realm and consists of 10 highly skilled video production professionals, ready to meet the needs of the DIA mission. If you need video production that will help in your mission, please contact team leader Juliet Bravo [aka Julie Barry] at (202) 231-5629.

Editors note: DAN-2B's video on deployments will be debuting in January 2010. Stay tuned to the InterComm for more details.

◄ "The handsfree-transporter is a force-multiplier for the Steadicam rig," said Papa Kilo. "Normally, the operator wears a body harness with an articulating arm and gimbaled mounted camera, monitor, plus batteries, weighing in at about 125 pounds. The transporter takes the load off of the operator, plus provides a motorized platform, giving added mobility to the camera shots." Here, Papa Kilo operates the handsfree transporter before traveling overseas.

Photos courtesy of Patrick L. Kiser, DA

▲ For the Kabul run, the team used their smallest camera: the point-of-view camera. This camera can be mounted on just about anything, such as people, weapons or vehicles. Here, the team mounted a small camera under the rear view mirror to capture the feel of riding in a convoy. Depending on the camera head, it can capture either a 70- or 110-degree field of view and provides a very stable image on a moving object, even with millions of potholes on Afghan roads.

ROME Takes Flight

By Robert I. Olson Jr. and Khylah L. Settle, DJ

The Reconnaissance Operations Management Enterprise is used by the combatant commands and the intelligence community to manage airborne intelligence, surveillance and reconnaissance assets.

While technology plays an integral role in the execution of missions, finding an enterprise-wide use for a tool may prove to be a challenge. The Reconnaissance Operations Management Enterprise (ROME) meets this need.

ROME is a command and control system used to schedule and manage Department of Defense (DOD) and contract airborne

DIA Values **Commitment** to inquiry, truth, and continuous learning.

intelligence, surveillance and reconnaissance (ISR) missions, and manage operation areas and asset readiness status.

As U.S. Strategic Command's executive agent for the management and oversight of ISR operations, the Joint Functional Component Command for Intelligence, Surveillance and Reconnaissance, a component of the Defense Intelligence Operations Coordination Center (DJ), performs global ISR management tasks using ROME.

Although the development of ROME was compelled by sensitive reconnaissance operation (SRO) mission requirements, it was designed to accommodate and integrate non-SRO ISR missions within a theater, such as joint task force and crisis management reconnaissance.

ROME is being used by U.S. European, Southern, Pacific, Central and Africa commands, as well as DIA, the National Geospatial-Intelligence Agency and the National Security Agency, to manage their DOD airborne ISR assets. Thus far it has proven to be an invaluable asset for many users throughout the enterprise.

Bringing Microsoft 2007 HOME

By the Directorate for Information Management and Chief Information Officer, DS

The DIA Home Use Program allows employees to download Microsoft 2007 to their home computers.

Over the next several months, the Directorate for Information Management and Chief Information Officer (DS) will begin deploying Microsoft Office 2007 to customers across the DoDIIS enterprise. Deployment dates, explanations of benefits and features, and training information will be available soon.

In the meantime, the DIA Home Use Program (MS HUP) is available to all current DIA employees, including civilians, military and contractors with a ".mil" e-mail address. Employees are encouraged to download the software on their home computer to begin familiarizing themselves with the new look and feel.

With the deployment of Microsoft Office 2007, users will have greater file compatibility with other agencies, in addition to other improved features like enhanced menus and tools; an advanced help system to provide tool tips and links; easy creation/saving of custom slide layouts, tables and spreadsheets; new support for PDFs; and new support for XML paper specification file formats to ensure broader distribution of your documents with others. These new tools will help users work faster and create more professional documents, spreadsheets and presentations.

If you are interested in purchasing Microsoft Office 2007 for your home computer at the discounted rate, please follow the steps below:

1. **Log on to https://hup.microsoft.com address and choose your location.**
2. **Enter your DIA unclassified e-mail address and program code BF5BD59B84.**

   Note: This program code is assigned to our organization for our sole use in accessing this site. You may not share this number with anyone outside of DIA.
3. **The Microsoft system will verify your e-mail and the program code. Upon verification, you will receive an e-mail at your DIA unclassified e-mail address that contains an embedded link that takes you to another Microsoft Web site to purchase the software. You can forward that authorization e-mail to your home e-mail account, and complete the purchase from home**

NMEC Information Technology in the UBIQUITOUS AGE

By Curtis I. Bradham, NM

The National Media Exploitation Center uses the latest technology to bring document and media exploitation to DIA and the warfighter.

Each of us has experienced the ubiquitous nature of information technology in our personal lives. With handheld devices continuing to get smaller and more flexible, we live in an unprecedented age of access to more information at our fingertips and more computing power in our hands to process the data and make sense of it. The primary fuel required to drive such a powerful engine is innovation and change. The same change that drives the introduction of new technologies into our personal lives also drives our support to the warfighter through the deployment of new systems and tools that promote power to the edge.

Top: Linguists at the Combined Media Processing Center — Qatar conduct translations.

Bottom: The Combined Media Processing Center — Qatar's warehouse of exploited materials.

Sitting at a National Media Exploitation Center (NMEC) desktop, one can watch streaming video of the director's latest town hall, communicate with colleagues globally and access the latest intelligence via Intelink. Video teleconferencing has morphed from an information technology (IT) innovation to an IT commodity at field locations. Blade technology and the increasing storage density of hard drives provide document and media exploitation (DOMEX) capabilities to the edge in a much smaller footprint. The Tactical Storage Area Network (TACSAN) provides a Joint Document Exploitation Center with a store-and-forward capability using basic exploitation tools and 27 terabytes of raw storage — technology that was not available in most data centers only five years ago. These changes in technology enable information capture that far surpasses the print media of the past. Today NMEC ingests more data in one month than all the printed text housed by the Library of Congress (20 terabytes).

In order to effectively utilize the technologies of today and adapt to the technologies of tomorrow, several cultural challenges must be addressed. First, the ability to seamlessly share data between organizations and have visibility into each other's data repositories is critical to our mutual success. Traditionally, information sharing policies lag behind technical advancements, and people in our line of work do not naturally mimic the interconnectivity of systems. Second, the movement of data between security domains continues to be a challenge. The best tools and processes are still unable to prevent a person from accidentally committing the next data spill. Third, investments in cyber security initiatives continue to grow with increased efforts to steal data and implement denial of service attacks. The battlefield now includes the digital arena, and the enemy is often nameless and faceless.

In order to address these cultural challenges, IT organizations must focus on the following key areas. First, we must break down the barriers to communication within and between organizations. Communications to customers must clearly articulate how the next technology will enhance their ability to support the mission. Second, IT investments must be linked to mission objectives and tied to clearly-defined requirements. The days of procuring the next shiny new object for the sake of what it could do are over. Third, we must use sound measures to determine whether we are

DIA Values

Service to our country, our community, and our fellow citizens.

receiving the anticipated return on investment from IT implementations. The need to be proactive in both IT investments and divestments cannot be overstated in an age of such drastic change.

The ubiquitous nature of IT is a powerful force multiplier in today's DOMEX workplace, but only if it is properly harnessed to add maximum value to the mission. Successfully operating in an environment of constant change requires each IT implementation to be strategically focused and tactically agile. Our efforts must also be united by a common focus on the warfighter who depends on the capabilities brought to bear with each technological advance.

NMEC Sees EXPONENTIAL IT Growth

By Samuel J. Larson, NM

When Roy Apseloff assumed command of the National Media Exploitation Center (NMEC) in 2003, the organization had less than 30 people in the National Capital Region and no formal budget. In just over six years, NMEC has grown to more than 700 personnel with operations in Qatar, Iraq and Afghanistan. To do this, Apseloff championed the transformation of document and media exploitation (DOMEX) from a wartime capability to a discipline that provides intelligence value throughout the battlespace and beyond the battlefield.

As part of that transformation, NMEC developed key partnerships with intelligence community (IC), Department of Defense (DOD), law enforcement and Homeland security professionals to leverage limited DOMEX resources in support of the war on terror and national security. The center also forged relationships with international partners to establish synergy with our allies and use lessons learned to strengthen DOMEX capabilities. These endeavors resulted in the director of national intelligence recognizing NMEC as an Office of the Director of National Intelligence Center for DOMEX.

During Apseloff's tenure, NMEC developed a robust information technology (IT) infrastructure that has grown to support the expanding DOMEX mission. In 2003 NMEC began with a small data center in a closet; today the center has 3,500 square feet for five network domains, 250 servers and 2.5 petabytes of storage. This increase in storage capacity has supported an exponential growth rate of data ingested from the field over the last six years, totaling 700 terabytes.

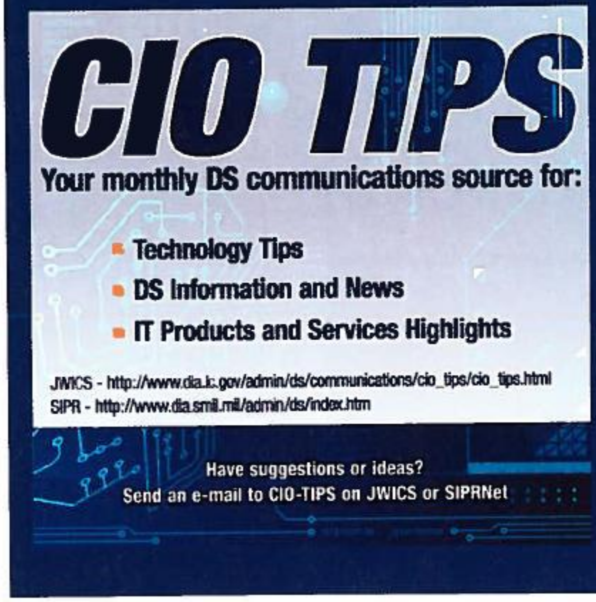
Roy Apseloff

Notably, NMEC has focused on the build out of an off-site continuity of operations facility with the capacity to fully support its mission and replicate all NMEC data off-site. DOMEX capabilities have been extended to the field via Joint Document Exploitation Centers with the movement of data from the field to NMEC using dedicated circuits. The center's partnerships across DOD and the IC have facilitated the integration of best-of-breed tools to efficiently ingest and process massive amounts of data from the field. This has established a collection management function to increase the efficiency of initial triage searches and identify vital intelligence.

All of these efforts have resulted in the development and growth of a forensics capability that includes media, video and cell phone exploitation using state-of-the-art tools to triage, process and exploit all types of media in record time. In support of these efforts, NMEC established a research and development lab with direct ties to IC partners for the rapid development, testing and integration of forensics tools in the field. The implementations to date have expanded DOMEX capabilities to both the national and tactical arenas and facilitated knowledge sharing throughout the entire DOMEX community.

Editor's note: Roy Apseloff assumed his new position as the vice deputy director for the Directorate for Information Management and Deputy Chief Information Officer (DS) Dec. 7. The new director of NMEC is William Mills, formerly chief of the Defense Resources and Infrastructure Office (DI).

CIO TIPS is a monthly Directorate for Information Management and Chief Information Officer (DS) customer communication that is your source for helpful technology tips, valuable updates on current DS information, and news and highlights on beneficial information technology products and services. CIO TIPS is distributed on both JWICS and SIPRNet.



CIO TIPS

Your monthly DS communications source for:

- Technology Tips
- DS Information and News
- IT Products and Services Highlights

JWICS - http://www.dia.ic.gov/admin/ds/communications/cio_tips/cio_tips.html
SIPR - http://www.dia.smil.mil/admin/ds/index.htm

Have suggestions or ideas?
Send an e-mail to CIO-TIPS on JWICS or SIPRNet

Here's what customers are saying...

- *Very informative. Clean and to the point. Made for easy reading.*
- *Having this information has been helpful. Having these newsletters archived and available on the DS home page has been a helpful reference in troubleshooting.*
- *The new CIO TIPS are really useful for educating the work force on expanded IT solutions and capabilities. Thanks and keep them coming!*
- *These CIO TIPS/items have always been interesting and informative. Do keep up the great work.*

The HUMAN SIDE of a Deployment

By Tammy J. Goodwin, DH

On Sept. 11, 2008, I departed to Baghdad, for my third deployment. Before leaving I asked a close friend to tape and send to me my favorite television programs — TLC reality show, "Little People, Big World," was among those. The cable series featured dad Matt Roloff's Iraq journey to help a local family. The Salman family consisted of the father, mother and their six children, three of whom have severe dwarfism. Roloff's efforts culminated in the Salmans' relocation to the United States. One day while at a post exchange, I ran into one of the episode's characters, CW Russell Hayes. This chance meeting had an indelible impact on my life. Hayes introduced me to the Salmans, and I visited them at their home during several lunch breaks. Here is the rest of our story ...

Photo submitted by DH

Reservist CW Russell Hayes of Joint Area Support Group, center, introduced DH's Tammy Goodwin, left, and SFC Kristie Austin to the Salman children, Saja, 13, and Bara'a, 8, during a visit to their home.

Occasionally, there are life experiences words cannot describe. My first visit with the Salman family was one such experience. As I approached the house, I noticed children's clothing laid out to dry on the stair railing. I wondered, "Who does

that?" Then, looking closer, the children's clothing softened the scene and somehow made it sweet. The two younger girls came out first, without hesitation, shyness or apprehension. We were welcomed into their simplistic home, which consisted of three beds and two chairs. There were six of us visiting, seemingly too many for the small shipping container they called home. But the total crowd of eight adults and six children fit comfortably. We didn't bump into one another, and the room was neat and tidy.

One child was in one bed with two casts on his legs and the oldest was on the floor, unable to move anything except one hand. All the children were adorable — sweet beyond belief. The best word to describe this experience is innocence. Being in their presence made me feel humble.

On Thanksgiving Day 2008 I was able to go and spend time with the family. I took some Monopoly money and small change to provide them a lesson in counting American currency. I helped all of them count to 100, even the parents. After that visit I continued seeing the family often. My attempts to teach them the English alphabet improved. The eldest daughter, Saja, 13, paralyzed from the neck down, learned quickly; but the noise level created from the younger children's excitement made it impossible to give her as much attention as I wished. Still, she caught on fast and willingly picked up the pencil and wrote her letters.

Doha is a regular 11-year-old. She knew more than the other children and answered everything. While I was glad she did so well, I encouraged her to hold her answers and give the others a chance to demonstrate their skills. I assessed that her skill would help make her adjustment to living in the United States easier.

Ali, age 10, who since the televised program aired had two surgeries on his legs and was in a body cast from the waist down, quickly learned anything using computers. He always wore a smile and emitted joy, in spite of being in a body cast for more than three months.

Bara'a, 8, picked up lessons very fast when the material was associated with music. Her favorite tune is "If You're Happy and You Know It." She knew "Old MacDonald" already, and I taught her "Patty Cake." She's crazy about the color yellow. I never saw anything like it. Every time she saw yellow in a book she would kiss it and say "I love you, yellow." She's a funny little one. Weighing no more than 20 pounds, Bara'a was a great big ray of sunshine. Yellow is the perfect description for her personality.

In February 2009 the casts were removed from Ali's legs, and Doha read her first English book, "On the School Bus." Four months later, Roloff returned to Iraq and escorted the family to America. They currently reside near Hayes in Kuna, Idaho. He is working with Shriners Hospital in Utah to arrange the surgeries needed for each of the children.

Deployments are challenging in many aspects. Well-noted are the long work hours, heat and sandstorm challenges, occasional bad meals and the sacrifice of being away from our loved ones. The opportunity to visit a once unknown family and help them with their English and math skills allowed me to experience the human side of a deployment.

You can find episodes and more about the Salman family by searching their name on YouTube or the TLC Web site.

A MONUMENTAL Trip for WWII Vets

By Tom Loyd, Defense Intel Alumni Association

A DIA alumnus lends a hand as members of the "Greatest Generation" tour Washington.

On Sept. 23 I had the privilege of participating in a memorial flight and tour of Washington, D.C., with 24 World War II Veterans from my hometown. A number of volunteers, including the mayor of Beardstown, Ill., Bob Walters, accompanied them. Walters and Veterans of Foreign Wars (VFW) Post 1239 worked together to raise money for the flight and to make the visit a success. Jerry Zillion, a D.C.-area resident who also grew up in Beardstown, planned out most of the day in D.C. I helped where I could, all the time thinking of my father, who was killed in action in March 1945 and would have numbered among those

모든 행동과 활동에 대한 책임 및 정직함

visiting that day had he survived.

The vets and their entourage started their day at 3 a.m., catching a bus from Beardstown to St. Louis, then hopping a flight to Reagan National Airport, where they were welcomed with a water display from firefighters and greeted by the USO and a crowd of well-wishers at the gate. Loading everybody onto the bus took longer than we had anticipated — 15 required wheelchairs — and very few of them had slept at all during the journey, but spirits were running high as we headed to Arlington National Cemetery. Four of the veterans, chosen by lot for the honor, laid a wreath at the Tomb of the Unknowns.

Next we made a stop at the Iwo Jima Memorial, the flag-raising by Marines on Mount Suribachi. From there, we drove to the Channel Inn for a much-needed hot meal. With so much to do that day, a sit-down lunch had at first seemed too time-consuming, but few of the travelers had eaten any breakfast, and the first two stops had been emotionally charged.

My wife sat at a table with seven vets and overheard them recalling their own experiences at Iwo Jima and other locations. Bad food was a common element in their memories; little was mentioned about the actual fighting they'd each seen.

After lunch, we sped off to the World War II Memorial. I was touched by the number of people who approached the vets and warmly thanked them for their service. A tourist from Scotland went so far as to beg somebody to take his picture with several of the vets. Rep. Aaron Schock from Illinois made time in his day to come down and welcome his constituents, and to contribute boxed lunches for the plane ride home.

The day was rounded out with visits to the Franklin D. Roosevelt, Lincoln, Vietnam, Korean and Women in Vietnam memorials.

Beardstown, Ill., VFW members lay a wreath at the Tomb of the Unknowns at Arlington National Cemetery.

Back at the airport, the airline and security personnel cheerfully and respectfully worked with us to get everyone off the bus, through security and to the gate as quickly as possible. Later toward the end of their long bus ride back to Beardstown, the vets were met at the Cass County line and given a police escort home, complete with flashing lights and heralding sirens. A crowd of more than 100 citizens were waiting to greet them as they arrived back at VFW Post 1239. It was 11 at night: they had been underway for 20 hours and were still going strong.

They are the Greatest Generation.

Photos submitted by Tom Loyd

Beardstown, Ill., veterans were met by Illinois Congressman Aaron Schock at the World War II Memorial during their visit to Washington, D.C.

Editor's note: Tom Loyd retired from DIA in 2003 after 15 years with the agency. During that time he worked in a number of different areas including intelligence collection, order of battle and counterproliferation, and served as DIA's first senior command rep to NATO. Loyd is now a member of the Defense Intel Alumni Association.

The Communiqué staff interviewed one of the agency's departing "legacies" and asked him to share his career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Margan Kerwin at (703) 697-8781.

William "Bill" HUNTINGTON

How long have you been with DIA, and where have you worked within the agency?

I joined the agency in 1979 following a tour in the Air Force. It was a time in which the memories of Vietnam had not yet faded, the Cold War was still in full bloom, and the Christmas parties at the Pentagon were still the stuff of legend.

My first assignment was in JSI working as a Middle East analyst. JSI was a precursor to the Directorate for Intelligence (J2), and was responsible for current intelligence and support to the Joint Staff. Up until that point, I had spent most of my time in the Strategic Air Command working on the deployment of fourth generation Soviet strategic systems. Clearly, my preparation to take on an assignment as the desk officer for Israel, and later Jordan, Syria and the Palestinians was somewhat limited. Thus, it is difficult to say who was more desperate: me for taking the job, or DIA for offering it to me.

The first major crisis I worked was the Iran hostage crisis. Those of us lucky enough to serve on that task force suffered through 444 straight days of endless taskings, and preparing daily briefings, written assessments and other products, all without any computer or word processing support beyond an IBM electric typewriter. That crisis was quickly followed by the Iran-Iraq war. In the mid-80s I moved to the realm of all-source intelligence collection working in the old Directorate for Collection (DC). Here I was initiated into the mysteries and wonders of technical collection. I would eventually become the chief of that organization (many reorganizations and years later).

Photo by Monica Y. Tullos, DH

Bill Huntington, left, meets with former DIA Directors LTG James Williams and LTG Harry Soyster (both retired), then-Vice Deputy for Human Intelligence Michael Kuhn, and other DH leaders.

My favorite job in the old DC, however, was as the division chief for DC-1/Current Collection Operations. DC-1 was responsible for Peacetime Aerial Reconnaissance Program support and running the Defense Collection Coordination Center (DCCC), which in many ways is the historic antecedent to the Defense Intelligence Operations Coordination Center (DIOCC). In the days before the National Geospatial-Intelligence Agency, we managed all of the national-level imagery support for the first Desert War in the DCCC. Each day of the war, great collection managers like Marsha Hart developed strategies and matched targets against those satellites or air-breathing platforms most likely to succeed in collecting against them.

Through good luck, as well as a sense of humor and sufferance on the part of my seniors, I finally came to rest in the Directorate for Human Intelligence (DH), where I have spent the remainder of my career, with the exception of a short stint as the acting deputy director of DIA. I served as both vice deputy director and deputy director for human intelligence. I have been very fortunate in having served in many parts of the agency and at all levels. I would not trade the experiences and adventures I have had in DIA for anything.

What are your fondest memories with the agency?

My fondest memories are of the many "happy" reorganizations, realignments, restructurings and reinvigorations I have lived through ... just kidding! Most folks answer this question, I have noticed, by talking about the camaraderie and people they have worked with in DIA. And, for me, it is also true that it is the people I will remember the most. There is a special bond that exists between those of us who work in this business. I have worked with flesh and blood heroes; unforgettable characters; con artists; the famous, the near famous and those who thought they were famous; as well as dysfunctional and just plain nasty folks. Fortunately, those in the latter and less desirable categories have been the rare exception rather than the rule.

Among the heroes and unforgettable characters I count the many defense attachés serving in remote parts of the world who daily face danger and cope with severe living conditions. There are also events I will remember with pride, like briefing Secretary of State George Schultz about the situation in Lebanon on the day he was being confirmed by the Senate; being a part of the Department of Defense working group that recommended the first joint remotely piloted vehicles program; directing national collection support for Operation Earnest Will (the reflagging and convoying of oil tankers through the Persian Gulf during the Iran-Iraq War); and shepherding a new signals intelligence system through the Joint Requirements Oversight Council process.

I will also remember those more sobering moments, like telling an attaché's family that his apparent disappearance was not due to a criminal act, but rather to a successful attempt at suicide. Or wondering every night before you fall asleep whether you have done everything possible to ensure the safety of the folks you have deployed and sent in harm's way. Most of all, however, I will remember with affection and great regard working with those who did their job without fanfare or concern for credit because of love of mission and country.

Photo by Monica Y. Tullcs, DH

Bill Huntington, left, shares a memory with former DIA Director VADM Lowell "Jake" Jacoby.

What would you consider to be your greatest contribution to DIA?

The only lasting legacy that counts for me is how I may have touched the professional and personal lives of those I have been fortunate enough to work with. I hope my mentorship and leadership, especially of the younger members of the work force, have contributed in some small way to a better, more positive understanding of the craft of intelligence and its importance in keeping the nation safe. It's what we pass on to the next generation — improved training and career opportunities, values and lessons learned, and a better, more capable agency — that has any lasting value. The other contributions I have made have either already been forgotten or soon will be, and that is only as it should be.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

Clearly, the digital revolution has significantly changed the business of intelligence. It has opened new frontiers as well as created new barriers and challenges to the way we do business. To someone born in the analog age, the explosion of data and the tools to manage it are nothing short of breathtaking. How to wring knowledge out of all that information and then share it with those who can do something with it will remain the constant challenge.

The tremendous growth in DIA's size and the change in the many missions it has been responsible for during the last 30 years certainly cannot be discounted. DIA is now more than three times the size it was when I first started working here. The new generation of folks hired over the last five years or so are incredibly talented, accomplished and bring great energy with them. They will change the agency in ways that I cannot even imagine.

Do you have any final words of wisdom you would like to share before you part from DIA?

To ascribe "wisdom" to any parting words I might have is perhaps a tad bit presumptuous, but it's an opportunity I can't resist. First, remember there is no job description or knowledge, skill and ability in DIA that says you have to be a difficult person to get along with. Second, keep your sense of humor alive and well, and the ability to laugh at yourself — you'll need it. Lastly, I wish you all good luck and godspeed in your future endeavors.

LOOKING FOR SOMETHING?

After much thought and deliberation (and your feedback!), the Internal Communications team has decided to move the listing of names in the People on the Move section to the Internal Communications page (aka splash page). The names will now be located under the Milestones section under the heading Anniversaries, Promotions or Retirements. The New Hires list from the InterComm will be moving to the Internal Communications page as well.

In place of the listing of names in the magazine, we would like to publish a few photos every issue of promotion, retirement or anniversary ceremonies. If you have photos you'd like to see in an upcoming Communiqué, please contact Margan Kerwin at (703) 697-8781.

Photo by Brian D. Nickey, CP

▲ Capt Lori Haas, Office for Congressional and Public Affairs (CP), congratulates co-worker Capt Ryan Weld on his promotion to captain Nov. 18.

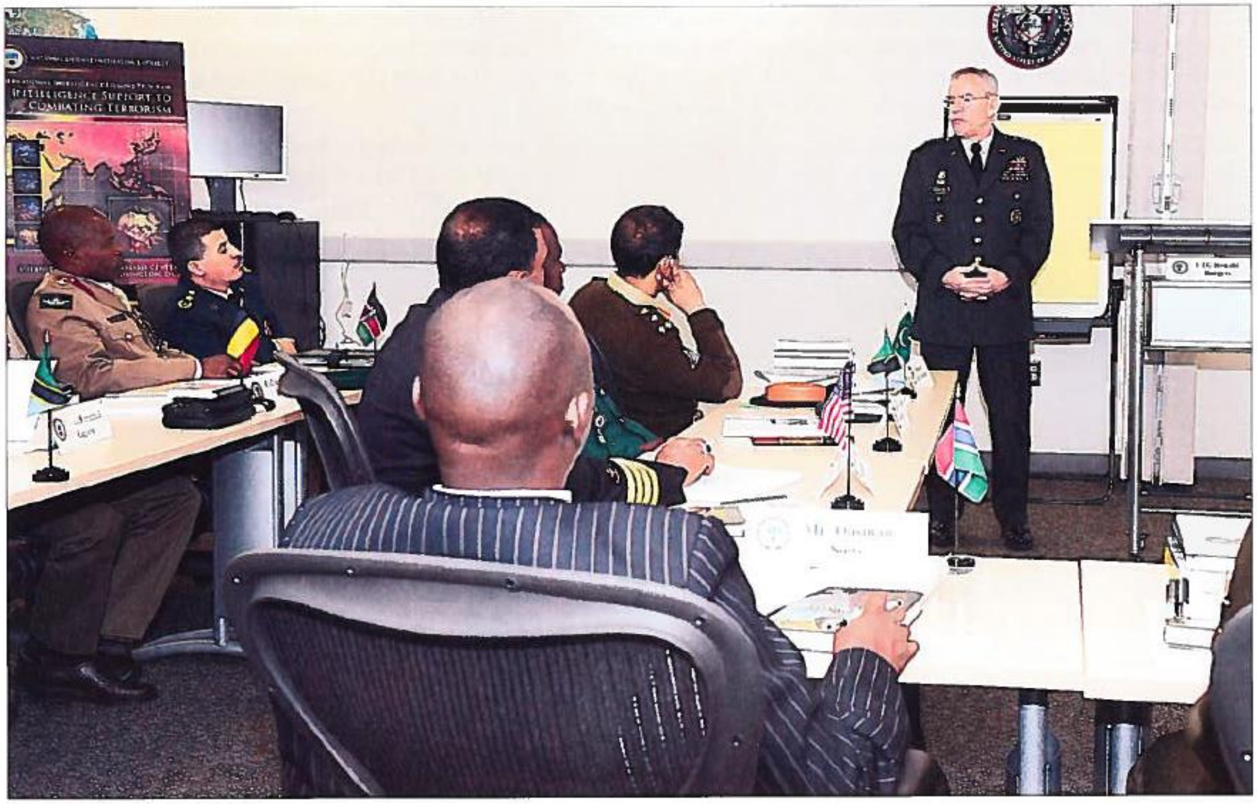
Photo by SrA Jaclyn M. McDonald, CS

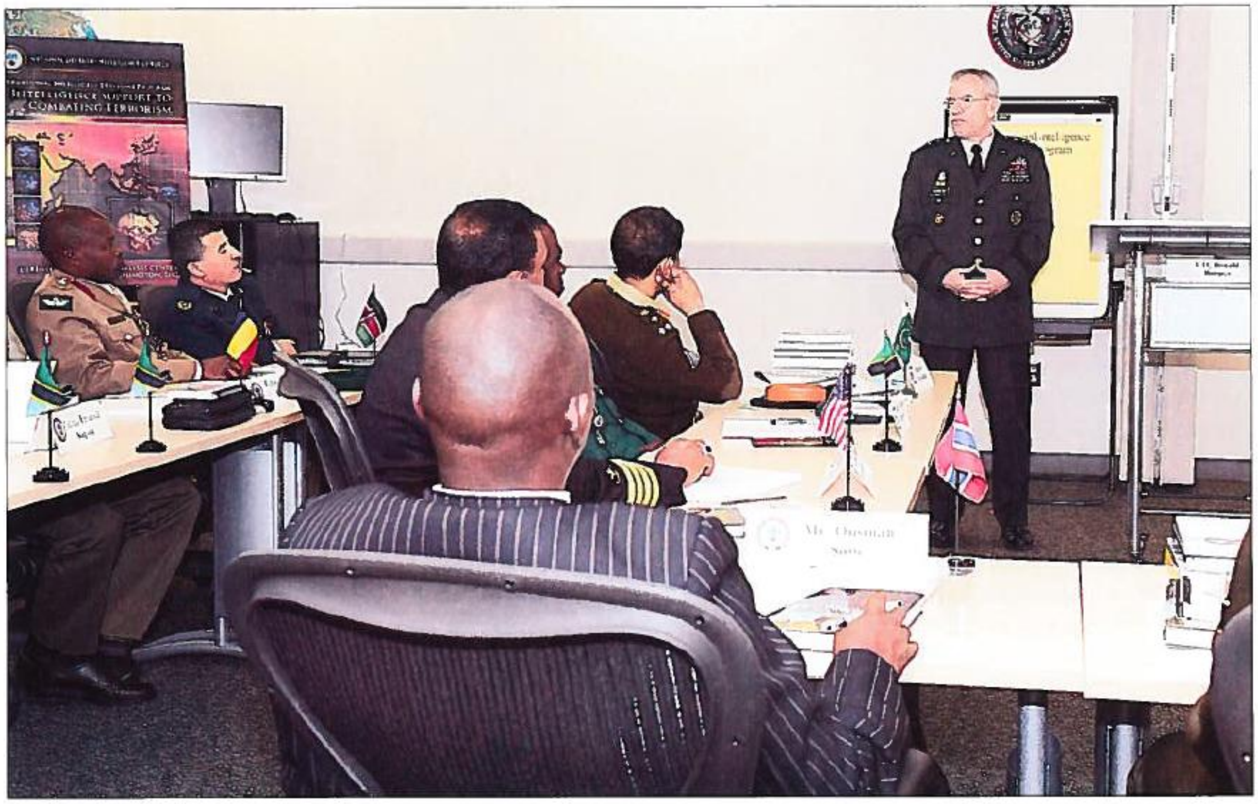
◄ Jimmie Youngblood Jr. was appointed as a senior defense intelligence analyst for terrorist activities in August. In this position, he serves as the senior substantive expert within U.S. Special Operations Command (SOCOM) on issues related to terrorist activities. Previously Youngblood was a defense contractor at SOCOM, where he served as an intelligence consultant for counterterrorism.

Edwin "Ed" Faller accepts a DIA flag from Deputy Director Tish Long as a symbol of his induction into the senior executive service. Faller assumed his current position as senior expert for transportation intelligence and associate director of intelligence at U.S. Transportation Command (TRANSCOM) in October. Prior to that he served as the deputy director of intelligence at TRANSCOM. ►

Photo provided by TRANSCOM

Think you have eagle eyes? Here's your opportunity to prove it. The top photo was taken while LTG Ronald Burgess welcomed the November 2009 class of the International Intelligence Fellows Program. The bottom photo has been altered. The differences are subtle; can you find all 10? Look in the Feb. 16 InterComm for the answers.


INTELLIGENCE SUPPORT TO COMBATING TERRORISM


INTELLIGENCE SUPPORT TO COMBATING TERRORISM

on the HORIZON

events for FEBRUARY and MARCH 2010

FEBRUARY

African-American History Month

Feb. 1 National Freedom Day

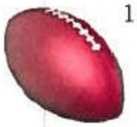
Feb. 2 Director's Townhall, DIAC Tighe Auditorium, 11 a.m.

Feb. 2 Groundhog Day

Feb. 2 Beverage Social, Tyson's Corner 6, 11 a.m.

Feb. 2 HC sponsored Dari/ Pashto Web-based language training begins

Feb. 4 Beverage Social, DIAC, 11 a.m.



Feb. 7 Super Bowl Sunday

Feb. 9 Beverage Social, DLOC, 11 a.m.

Feb. 10 Chinese New Year

Feb. 10 2010 Defense Intelligence Capabilities Fair, Capital Hill

Feb. 12 Lincoln's Birthday

Feb. 14 Valentine's Day

Feb. 15 Washington's Birthday (observed)

Feb. 15 Group 2 Mid-Point Performance Reviews Due

Feb. 16 Mardi Gras Begins

Feb. 17 DIA Civilian Jobs Briefing, 9 a.m., DIAC Room N250

Feb. 18 African-American History Month Observance, 11:30 a.m., DIAC Tighe Auditorium

Feb. 18 Beverage Social, HIAC, 11 a.m.

Feb. 22 MSIC's African-American History Month Observance, Speaker Rep. John Lewis

Feb. 23 Beverage Social, Ft. Detrick, 11 a.m.

Feb. 24 Beverage Social, Pentagon, 11 a.m.

Feb. 25 SOUTHCOM DIA Symposium

MARCH

Women's History Month

March 1-5 2010 IC Assessments Conference, Mitre Bldg 3, Mclean, Va.

March 2-3 Open Source Academy Training: Audience Resonance Methodology

March 14 Daylight Savings Time Begins

March 15 Group 3 Mid-Point Performance Reviews Due

March 17 St. Patrick's Day

March 17 MSIC's Women's History Month Observance

March 20 First Day of Spring

For further information or updates concerning these events, please refer to the Internal Communications Web site.

"There is nothing more necessary than good intelligence to frustrate a designing enemy, and nothing requires greater pains to obtain."

— *George Washington*

"There is nothing more necessary
good intelligence to frustrate
ing enemy, and nothing req
greater pains to obtain."
George Washington

DEFENS
INTELLIGENCE AG

There is noth ore necessary
an good inte e to frustrate a
igning enem nothing require
greater btain."

Photos by Margan C. Kerwin, CP

After receiving many entries in the hunt for an inspiring quote to adorn the walls of the director's new hallway design at the Pentagon, the selected quote by George Washington was submitted by four employees: Ryan Casey, DH (not pictured); Toni Gidwani, DI (left); Roy McCullough, DA (right); and Megan Reilly, DI (center).

Created by the Pentagon Design and Publishing Services Division (DAN-2A4), the display takes up approximately 400 square feet of space outside of the director's office in the Pentagon. The display cases contain interesting artifacts from the Historical Research Program Office.

为国家，社区和同胞服务。
为国防事业尽职尽力，争分夺秒。
我们提供的产品和服务均以顾客为上。
我们的一切措施和行为均诚信可靠。
履行探索，求实和不断学习的职[illegible]
在解决问题，发现事实和开创[illegible]
在内部合作和外部合作中，[illegible]
在各级国防情报部门和情报界[illegible]

DIA Values

بخدمة وطننا و مجتمعنا ومواطنينا
بالتفاني والقوة و شدة عزم في توفير مستلزمات الدفاع عن أمتنا
بالتركيز على زبائننا في ما يتعلق بالخدمات و المنتجات التي نوفرها
بالنزاهة و المسؤولية في جميع أعمالنا و نشاطاتنا
بالالتزام بالاستفسارات ، [illegible] التعلم المستمر
بالإبداع و الابتكار [illegible]
بالعمل الجماعي من خلال الشراكات [illegible] و الخارجية
بالقيادة على جميع المستويات من ضمن مخابرات الدفاع و مجتمع المخابرات

We are committed to…

Service to our country, our community, and our fellow citizens.

Dedication, **Strength**, and **Urgency of Purpose** to provide for our nation's defense.

Customer-Focus in the products and services we provide.

Integrity and **Accountability** in all of our actions and activities.

Commitment to inquiry, truth, and continuous learning.

Creativity and **Innovation** in solving problems, discovering facts and creating knowledge.

Teamwork through internal and external partnerships.

Leadership at all levels within Defense Intelligence and the Intelligence Community.

나라와 공동체, [illegible]
국방에 대한 헌신 [illegible]
고객중심으로 제 [illegible]
모든 행동과 활동 [illegible]
탐구와 진실 그리고 지속적인 교육
창조적이며 혁신 [illegible]
대 내외적인 협력 [illegible] 형성
국방정보국 및 다른 [illegible] 체의 모든 단계에서 지도력 형성

خدمت به کشور، جامعه و هم[illegible]
عزم، توان، و فوریت در اهداف[illegible]
تمرکز بر مشتری در تولیدات و خ[illegible]
راست کاری و تقبل مسئولیت در تمامیه اقدامات و فعالیتهایمان.
تعهدمان به جستجوی، حقیقت، و آموختن مداوم
کاربردن خلاقیت و ابتکار در حل مشک[illegible]
همکاری کردن از طریق انجام[illegible]
وجود رهبریت در تمامی[illegible]

El servicio a nuestro [illegible]
La Dedicación, Fuerza y Urgencia de Voluntad para [illegible]
nuestra nación.
Un enfoque en el cliente en los productos y serv[illegible] proporcionemos.
Integridad y responsabilidad en todas nuestras [illegible]idades.
Dedicación a investigación, la verdad, y apren[illegible]nte.
Creatividad e innovación en la solución de pro[illegible]cubrimiento de
hechos y la creación de conocimiento.
Cooperación a través de colaboración interna y exter[illegible]
[illegible]sa y la Comunidad de

DEFENSE INTELLIGENCE AGENCY
UNITED STATES OF AMERICA

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DIA Values

We are committed to…

Service to our country, our community, and our fellow citizens.

Dedication, **Strength**, and **Urgency of Purpose** to provide for our nation's defense.

Customer-Focus in the products and services we provide.

Integrity and **Accountability** in all of our actions and activities.

Commitment to inquiry, truth, and continuous learning.

Creativity and **Innovation** in solving problems, discovering facts and creating knowledge.

Teamwork through internal and external partnerships.

Leadership at all levels within Defense Intelligence and the Intelligence Community.

为国家，社区和同胞服务。
为国防事业尽职尽力，争分夺秒。
我们提供的产品和服务均以顾客为上。
我们的一切措施和行为均诚信可靠。
履行探索，求实和不断学习的职[illegible]
在解决问题，发现事实和开创[illegible]
在内部合作和外部合作中，[illegible]
在各级国防情报部门和情报[illegible]

بخدمة وطننا ، مجتمعنا ومواطنينا
بالتفاني والقوة و شدة عزم في توفير مستلزمات الدفاع عن أمتنا
بالتركيز على زبائننا في ما يتعلق بالخدمات و المنتجات التي نوفرها
بالنزاهة و المسؤولية في جميع أعمالنا و نشاطاتنا
بالالتزام بالاستفسارات ، [illegible] التعلم المستمر
بالإبداع و الابتكار
بالعمل الجماعي من خلال [illegible] والخارجية
بالقيادة على جميع المستويات من ضمن مخابرات الدفاع و مجتمع المخابرات

나라와 공동체, [illegible]
국방에 대한 헌신 [illegible]
고객중심으로 제[illegible]
모든 행동과 활동 [illegible]
탐구와 진실 그리고 지속적인 교육
창조적이며 혁신 [illegible]
대 내외적인 협력 [illegible] 형성
국방정보국 및 다른 [illegible] 체의 모든 단계에서 지도력 형성

خدمت به کشور، جامعه [illegible]
عزم، توان، و فوریت در اهداف[illegible]
تمرکز بر مشتری در تولیدات و [illegible]
راست کاری و تقبل مسئولیت در تمامیه اقدامات و فعالیتهایمان.
تعهدمان به جستجوئی، حقیقت، و آموختن مداوم.
کاربردن خلاقیت و ابتکار در حل [illegible]
همکاری کردن از طریق انجام[illegible]
وجود رهبریت در تمامی [illegible]

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Creatividad e innovación en la solución de pro[illegible]cubrimiento de
hechos y la creación de conocimiento.
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[illegible]a y la Comunidad de

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